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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

January 7, 1976; 1:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT:

Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Gordon, Robertson, Rowland, Shaler, Spiller, Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Absent Committee Members: Trustee Weldon

Other Trustees: Trustees Morgenthau, Dennis and Rothenburger; Secretary Parks representing Trustee Dukakis, Mr. Callahan representing Trustee Anrig, Mrs. Bluestone representing Trustee Fielding, Ms. Kaplan representing Trustee Okin

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. Janis, Senior Vice President for Management and Business Affairs; Mr. Cass, Executive Assistant to the President; Mr. O'Leary, Assistant Counsel; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Chancellor/Dean-designate Bulger, Acting Dean Butcher, Dr. Howe, Dr. Regan

Guest: Ms. Susan Tehan from the Executive Office of Educational Affairs

Fiscal Issues

The meeting was called to order at 1:05 p.m. Chairman Healey asked President Wood for his remarks. President Wood first addressed the fiscal situation of the University. He said the University had fared comparatively well in the difficult times of the past year, despite having to change its financial affairs on the basis of a continuing resolution and two interim state budgets. He described some of the effects on management of these fiscal measures: the purchasing cycles of the campuses were disrupted, there was a continuing cash flow problem and there were problems in purchasing fuel. The FY 1976 Appropriation Act left the University with five problems: (1) the equipment accounts had been set at zero, which the University would try to rectify with transfers, (2) overtime was prohibited, which at times necessitated calling in outside help to perform work which the University's own staff could perform, (3) the critical

need process was to continue, (4) a limitation on available federal funds was a possibility, and (5) merit and contact hour requirements had been maintained.

The University's response to the budget crisis was one of austerity, said the President, but in the coming year programmatic adjustments would have to be made. He commended the campuses for their responses to the crisis, and said that he and the senior staffs of the campuses would be meeting tomorrow to study possible strategies for the coming year. On the positive side, he said, the basic functions of the University--teaching, research, and service--had continued throughout the year and the University Hospital had been authorized to open.

UM/Worcester--
Hospital
Opening

Trustee Robertson, Chairman of the Health Affairs Committee, reported on that Committee's meeting of the previous day. He first informed the Committee that the Hospital would open on January 18 as scheduled with 28 beds of a 72-bed floor opened first. Nurses were to report for duty next Monday, he said, and there had been no reports of dissatisfaction or problems on the part of the Worcester community hospitals as a result of the recruting efforts. Chancellor/Dean-designate Bulger said that he believed that anticipated problems with the community hospitals had been lessened, that there was no shortage of nurses at present, and that there would be no census problem, despite concerns he had heard expressed about overbedding in hospitals nationally.

Trustee Robertson reported on a discussion at the Health Affairs Committee meeting on the problem of admitting privileges of part-time clinical faculty. The view had been expressed at the meeting that these physicians should have this privilege, since they had played a vital role in teaching medical students while the Medical School was acquiring its own clinical faculty.

Secretary Parks expressed concern about the Hospital deficit. He suggested that a ceiling ought to be set on the deficit because it would erode the educational budget of the Commonwealth. Discussion followed about the difficulty of predicting exactly what the deficit for FY 1976 would be because of rapidly changing data. President Wood observed that the FY 1976 Operating Budget would go to the Budget Committee on January 21 and then to the full Board on February 4. The question of a ceiling on the deficit of the Hospital could be considered separately at that time.

UM/Worcester--
Medical Center
By-laws
(Doc. T76-034A)

Continuing his report, Trustee Robertson explained that the Medical Center By-laws (Doc. T76-034A) had been presented to the Committee on Health Affairs at its December 11 meeting, and reservations had been expressed about the appeals procedure and about the character of the proposed Hospital Management Board (HMB). These portions had been revised in time for the

January 6 Committee meeting. Trustee Robertson was asked about the HMB, and he explained that according to counsel, the Board of Trustees did not have the power to delegate management responsibilities to the HMB; therefore, the HMB must formally be limited to an advisory function. He raised the possibility of introducing enabling legislation so that the Board could delegate some of its power.

A discussion ensued about the wisdon of having Trustees on this Board. Secretary Parks said that the Board must guarantee fiscal accountability, and he added that to "commingle" the membership of the HMB and the Board of Trustees would be hazardous to this end. Chairman Healey also stated that it might not be desirable to have Trustees on the HMB if it was to be truly advisory, and the point was made that the original plan to have Trustees as members was borrowed from the "Minnesota Plan," which HMB was more operational in character. The Chairman reiterated that this problem would have to be resolved legislatively.

Secretary Parks raised several other questions about the By-laws, particularly about student membership on Committees, types of professionals to be included in the category of allied health staff, and about control over experimentation on patients who come from state hospitals. In the following discussion, it was stated that any patient who comes to the Hospital must approve any procedure involved in treatment, and Dr. Howe described the careful controls over research-related activities to prevent any risk to a patient of an improper medical procedure. Secretary Parks said he missed any description of these controls in the By-laws or in the Interagency Agreement. Chairman Healey said he did not believe that assurances of this sort should be placed in the By-laws, and Mr. Lynton explained that the Medical School By-laws, which went into these matters more carefully, would be combined with the Hospital By-laws and would come before the Trustees later. After further discussion, a motion was made, seconded, and it was

VOTED: To approve and adopt the following sections and articles of Doc. T76-034A, the ByOlaws of the University of Massachusetts Medical Center: Section I, Articles I and II; Section III, Articles I and II; Section IV, Articles I-IV and Section Vi, Articles I-VII, IX-XIV, with the provision that these By-laws be reviewed in their entirety by the Board of Trustees no later than September 1, 1976 after receiving the comments and recommendations of the University of Massachusetts Hospital Review Commission.

Although not a member of the Committee, Secretary Parks asked that the Governor be recorded as opposed in principle to the motion.

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UM/Worcester--
Utilization
Review Plan
(Doc. T76-035)

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Trustee Robertson turned next to the Utilization Review Plan (Doc. T76-035). He described this as a standard plan which was needed to satisfy third party payers. Mrs. Bluestone said that Commissioner Fielding had a few observations, but to save time she would transmit them in the form of a letter. A motion was made, seconded, and it was

VOTED: To approve and adopt the Utilization Review Plan for the University of Massachusetts Hospital as set forth in Trustee Document T76-035.

UM/Worcester--
Interagency
Agreement #1
(Doc. T76-031C)

Trustee Robertson continued his report, introducing the proposed Interagency Agreement #1 (Doc. T76-031C) between the Medical Center and the Executive Office of Human Services which would improve health care throughout the Commonwealth by means of contracts for cooperation between the two agencies. He said the Health Affairs Committee had regarded this as an exciting first step, and viewed it as consistent with the statement of goals of the Medical Center. Questions were raised about the priority of activities of this sort for the Medical Schook, and about the potential loss of revenue if the Commonwealth were to be slow in reimbursing clinical faculty who perform services at other state institutions. President Wood pointed out that this was an "umbrella" agreement, and not an actual contract. All such contracts would be closely monitored for their cost implications.

Secretary Parks raised questions with respect to language of the agreement, especially the reporting relationship between the regional committees and the Statewide Medical Advisory Committee. It was pointed out that these committees would report to the statewide committee, and the Chairman asked that this clarification be included in the document as a condition of the vote. There was no further discussion and it was moved, seconded and

VOTED: To authorize the President of the University, the Chancellor/Dean Designate of the University of Massachusetts Medical Center and the Acting Dean of the University of Massachusetts Medical School to execute on behalf of the University Interagency Agreement #1 set forth in Trustee Document T76-031C, or as said Agreement may be amended by the parties; further, to recommend that the Chancellor/ Dean of the Medical Center, or if necessary, the Acting Dean of the Medical School, in consultation with the President of the University, be authorized to negotiate and to execute contracts developed in accordance with the provisions of the aforementioned Interagency Agreement.

Completing his report, Trustee Robertson informed the Committee that the Health Affairs Committee had heard a report from Dr. Andrew Canada of the Department of Pharmacy and Clinical Pharmacy on the possibility of securing federal funds to cover the cost of establishing a Poison Control and Information Center at the Medical School. After a discussion of this idea, the Health Affairs Committee encouraged the Medical School to proceed with a formal proposal to the Board of Trustees.

UM/Worcester--General Liability Insurance (T76-037)

Trustee Gordon next reported on a proposal for the writing of General Liability Insurance on the Medical School and Hospital by the Joint Underwriting Association of Massachusetts. This insurance policy was the result of a year-long search and he strongly urged that the policy be approved before the Hospital opens on January 18. Upon motion made and seconded, it was

VOTED: To authorize the Treasurer of the University, in consultation with the President, to purchase from the Medical Malpractice Joint Underwriting Association of Massachusetts general liability insurance for the University of Massachusetts Medical School and Hospital at a cost not to exceed the quotation set forth in Trustee Document T76-037.

Fund Transfers

The next item was a fund transfer for the purpose of meeting federal contractual matching obligations for equipment and repairs and replacements. There was no objection, and a motion was made, seconded and

VOTED: To approve the transfer of funds requested by the Amherst and Boston campuses in order to meet contractual Federal matching equipment obligations and to provide funds for emergency equipment repairs and replacement as follows:

AMHERST:

$200,000 from subsidiary account 13 to subsidiary account 15.

BOSTON:

$20,000 from subsidiary account 13 to subsidiary account 15.

The Chairman presented a second proposed transfer for the purpose of providing assistance to disadvantaged students. There was no discussion and it was moved, seconded and

VOTED: To authorize the President to transfer funds in account 7400-9604, Assistance for

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Disadvantaged Students, as follows:

03	(180,000)
13	+180,000

Grant and Loan Program for Nonresident Students (T76-036)

The next item was a proposed establishment of a grant and loan program for the relief of nonresident students, including foreign students, who were caught unprepared by the sudden tuition increase enacted by the Legislature. Trustee Spiller observed that the funds were to be transferred from the Trustee reserve account, and he asked whether this transfer would have any adverse effect on other activities of the University. The President replied that it would, and he mentioned some of the effects. The President also made the point that this was an example of a positive impact of a student presentation. He recalled that the appeal of the foreign students made at the November 26 Executive Committee meeting and at the December 3 Board of Trustees meeting had been instrumental in bringing about this action. Chancellor Golino expressed his appreciation to the Board for taking this action on behalf of the foreign students. A motion was made and seconded, and it was

VOTED: That in order to reduce the impact of the tuition increase for both foreign and out-of-state students, a grant and loan program be instituted. This program is to be created solely because of the timing of the tuition increase and shall be in effect only for the second semester of the current academic year. Determination of eligibility shall be made by the financial aid offices on each campus.

VOTED: That $60,000 be allocated from the Trustee Reserve of the Trust Fund Interest account for this purpose. These grants shall be used as follows:

--$24,000 shall be allocated to pay the full cost of second semester tuition for the foreign students to whom full-year commitments for tuition waivers were made.

--$11,000 shall be allocated to defray a part of the cost of the tuition increase for foreign students who do not have tuition waivers. Allocations will be made by the aid offices in accordance with accepted aid practices.

--$10,000 shall be allocated to defray a part of the cost of the tuition increase for

out-of-state students. Allocations will be made by the aid offices in accordance with accepted aid practices.

--$15,000 shall be allocated as a loan fund. Loans will be available to students who are not considered for grants or waivers but who are determined to be in need of assistance due to the timing of the tuition increase. Allocations will be made by the aid offices in accordance with accepted aid practices.

Although not on the formal agenda, a discussion followed about the disruptions which had occured during the December 3 meeting of the Board of Trustees. Several suggestions were put forth as to measures the Trustees might take to ensure that such disruptions do not happen again. It was said that further discussion of this matter might take place at the February 4 meeting of the Executive Committee.

There was no further business to come before the Committee, and the meeting was adjourned at 3:30 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

January 7, 1976; 3:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Trustees and Trustee Staff: Chairman Rowland; President Wood; Trustees Carlson, Clark, Robertson, Rothenburger, Shaler, Spiller; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Chappell, Acting Dean of the Graduate School; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Professor Wilkinson, Faculty Representative

ABSENT: Trustees Anrig and Weldon

UM/Amherst--Enrollment Planning

The meeting was called to order at 3:55 p.m. by Chairman Rowland, who opened discussion of Enrollment Planning at UM/Amherst by asking for comments on the draft enrollment statement before the Committee.

Trustee Carlson stated his view that the proposed statement did not seem to him a "no growth" or "winding down" plan, but actually called for a modest increase in the total FTE enrollment over the present year. Chancellor Bromery explained that the guideline of 23,000 FTE students is not an immediate goal and noted that he anticipated the actual enrollment would be under the ceiling figure for some time to come due to the budget restraints.

Trustee Carlson emphasized the importance of making sure that when the enrollment statement is circulated to the public, they will understand that the 23,500 figure is a long-range ceiling and not an immediate goal. Both Trustees Carlson and Spiller expressed concern that the public might construe this figure as an attempt to increase enrollment at UM/Amherst. It was agreed that although long-range planning should not be tied to current budgetary considerations, a cover statement should be prepared that makes clear the intent of the planning statement.

Secretary Hardy brought to the attention of the Committee a request from Trustee Eddy that she receive materials related to Amherst campus development. Chairman Rowland asked Mrs. Hardy to see that Trustee Eddy was kept informed.

Chairman Rowland expressed concern over the proposed statement "exempting" Continuing Education enrollment from the enrollment guidelines. Vice Presidnet Lynton replied that a review of the continuing education programs is currently under way and that a report is expected very soon. He said that except for administrative support, the Continuing Education Division is self-supporting. Many of the programs are off-campus. It was the consensus that the proposed statement should be revised to reflect the current status of the Division of Continuing Education and to state that no significant changes in enrollment are contemplated pending the outcome of the review.

Chancellor Bromery indicated that the part of the statement which would be hardest to implement immediately was the proposed 60:40 ratio of upper- to lower-division students in part because of cost implications. There followed a brief discussion of the recruitment and selection of transfer students. Professor Wilkinson raised the question of the definition of FTE graduate students and was informed that the campus and the President's Office had agreed to use the national standard, now set at 12 credit hours. There being no further discussion, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees adopt the following policy statement and policy guidelines on enrollment at the University of Massachusetts/Amherst, subject to continuing review by the President and the Board of Trustees in consultation with the Chancellor and the campus community.

For more than four years the Trustees have been concerned with the appropriate size and distribution of enrollment at the University of Massachusetts/Amherst. During that period, reductions in statewide enrollment projections, changing patterns of graduate school demand and prospects, shifts in the undergraduate profile and growing concern for environmental impacts have reinforced the importance of this review and the modification of early assumptions of continued and even unlimited growth.

The Trustees consider the Amherst Campus to have reached full size and assume that shifting demands and new program directions at both the graduate and undergraduate level will be accommodated through the careful reallocation of resources, including existing academic facilities. The Trustees reaffirm the University's responsibility for high quality graduate education within the public sector and consider this to be a major and vital mission of the University of Massachusetts/Amherst. Meeting this commitment, however, does not require the continued expansion of graduate enrollment or an enlarged proportion of graduate students in on-campus programs. By not including off-campus programs

within the enrollment ceiling the Trustees intend to encourage further development of non-traditional programs, particularly at the graduate level. Protecting the opportunity for innovation will, of course, be particularly difficult in a time of budgetary constraints.

The Board of Trustees accepts the following enrollment guidelines for the University of Massachusetts at Amherst:

1. An overall enrollment ceiling of 23,500 FTE and 26,500 headcount students is established for the Amherst campus. This ceiling applies to all on-campus graduate and undergraduate students regardless of classification.

2. On-campus FTE graduate enrollment should not exceed 14% of total on-campus FTE enrollment.

3. In order to accommodate the increasing demands for transfer opportunity, the undergraduate FTE enrollment should include 40% lower division and 60% upper division students.

4. The Amherst campus should seek to increase educational opportunities for part-time, older, and other non-traditional students through regular on-campus as well as off-campus programs.

5. The Amherst campus should be encouraged to develop off-campus programs in several carefully selected fields, especially at a master's level, with the acknowledgement that off-campus graduate programs will require a careful reexamination of existing policies and procedures regarding full-time study requirements and student fees.

6. Enrollment in the Division of Continuing Education is currently under review and the present enrollment is not reflected in the projections; however, no significant change in size is contemplated until the review is completed.

7. The method for computing FTE and the definition of other appropriate enrollment terms (i.e. on-campus, off-campus, full-time, part-time, lower division, upper division) shall be established by the Planning Office in consultation with the respective campuses.

It was the consensus that the proposed policy statement should be circulated to the full Board of Trustees a week before the February meeting and that a press conference should be held

after the meeting of the Board to ensure that the implications of the statement are correctly interpreted in the press.

Following brief discussion of suggested agenda for future meetings of the Committee, the meeting was adjourned at 4:50 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON THE BUDGET

January 21, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Breyer, Croce, Rothenburger, Troy; Treasurer Johnson; Secretary Hardy; Ms. Judd, recorder

Other Trustees: Trustees Gavin and Fielding

Absent Committee Members: Trustee Gordon

Office of the President: Mr. Janis, Senior Vice President for Management and Business Affairs; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Lewis, Staff Assistant

UM/Amherst: Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Gaffney, Faculty Representative

UM/Worcester: Mr. Cathey, Controller; Robert Woolard, Student Representative

Operating Budget for Fiscal Year 1976 (Doc. T76-039)

The meeting was called to order at 11:10 a.m. Chairman Carlson began discussion of the Operating Budget for Fiscal Year 1976 (Doc. T76-039) by pointing out that the information was in summary form due to the lateness of the Legislature's action on the FY 1976 Budget; however, he said, account distributions have been reflected in the document. He then asked President Wood for his comments.

President Wood stated that there would be a greater reliance on non-state funds than there had been in the past. The restrictions included in the FY76 Appropriation Act were not only difficult, but complex. He told the Committee that the Office of the General Counsel had produced three opinions on legal interpretations of the Act. They deal with the position freeze as well as the University's flexibility in this regard, ways in which the President's Office is funded and common service accounts are established, and issues of federal funding. On the basis of these opinions, he said, the campuses are developing guidelines which will enable him to redelegate personnel appointments back to the campuses, within the limits of the Appropriation Act. He concluded by expressing the hope that there would be a rescission of the current freeze.

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Chairman Carlson welcomed Mr. Janis to the meeting; he in turn called upon Mrs. Hanson for highlights of the key issues in the Operating Budget. Mrs. Hanson pointed out that the overall budget figure is $160 million--an increase, mainly in non-state funds, of less than 4 percent over last year. The budget for University Administration, she said, differs from that of FY 1975 in that the state has mandated that it be supported entirely from one direct appropriation. Although this budget has been cut substantially, the present figure is "liveable" due to the fact that during the period of the interim budget, there was continued reliance on the campuses and trust funds to cover personnel costs. She noted the personnel cut in the President's Office as well as the cuts in non-personnel expenditures.

A newly-established area this year is that of Common Services, currently consisting of Administrative Data Processing and Management Systems which were formerly funded on the Amherst campus. The budget for that component is now supported by the three campuses and the President's Office. In response to a question, she said that the decision had been made that the major cost would be borne by the Amherst campus; each of the other campuses had been asked to contribute a share of the cost increase as well as a percentage of the base amount. President Wood said that user service would be the basis of funding this operation in the future.

Speaking about the Amherst operating budget, Mr. Gulko said that the cash reduction from last year's budget is approximately $6 million, before inflation is considered. The impact has been felt mainly in personnel and support for the academic areas. The total vacancy figure is approximately 12.7 percent with 476 vacancies; previous estimates had indicated that the vacancy figure would be about 500, but with the continuation of the freeze, that figure may be exceeded.

It had been decided by the Chancellor, he said, to attempt to accommodate the budget reduction through attrition--essentially a one-year major dislocation--rather than through large-scale layoffs. The academic area has been the hardest hit by attrition, both in the support area and in the number of faculty available to teach. With the release of money previously budgeted to the President's Office and the transfer of Administrative Data Processing and the Management Systems Group to common services, the hope is to alleviate the situation during the second semester by directing these monies twoard support services and teaching assistants.

President Wood then commented that the University cannot indefinitely continue an austerity program, and it must make program and priority choices. Because of the impact of budget cuts, adjustments will have to be made in classifications and personnel descriptions and assignments. Responding to Trustee

Croce's query on the cessation of attrition, President Wood said that if an early release is obtained on critical needs positions, that state could come about in early spring and be reflected in the FY 1977 budget. Although hardships are evident now, fundamental damage is not yet apparent--a situation which may change during the next fiscal year.

Trustee Breyer inquired about the basis for decision-making in cuts in the academic area. Mr. Gulko replied that the Chancellor of the Amherst campus has been very clear in his statements both to the campus and the Board of Trustees that the decision was made this year to accommodate the cuts through attrition, since there was no indication at the beginning of the year of the long-range implications. The picture for FY 1977 is now fairly clear, and there must be an effort to map the resources of the campus against its needs, regardless of prior distributions. Large-scale programmatic shifts are likely to occur.

President Wood concurred with the Chancellor's view, but added that the Board of Higher Education's budget recommendations are likely to be more favorable than the Governor's House I recommendations, and he reiterated the University's position that the budget recommended to the General Court is the budget voted by the Board of Trustees.

Trustee Fielding then said that he would find it helpful as a Trustee to know the costs per student in similar programs in other parts of the country, in order to ascertain the University's programmatic comparability nationally. Chairman Carlson said that he and other Trustees had requested the same information. The problem, however, is an extremely complex one. The Budget Office is currently working on it, and the Chairman said he hoped for progress during the coming fiscal year. Mr. Gulko added that the Amherst campus will be adopting a costing mechanism for internal comparisons within academic units; this information will be available in the fall. He pointed out, however, that interinstitutional comparisons are of a far greater magnitude. He then used the federal government's still uncompleted six-year project as an example of the difficulties for agreement on cost factors experienced nationally.

After an explication of specific figures in the Operating Budget for the Amherst campus, Trustee Fielding noted that while the Boston campus figure shows a significant reduction in the utilities account, the Amherst campus shows an increase. He wanted to know the reason for the disparity. Mr. Gulko replied that at Amherst, utilities included coal as well as electricity; the 60 percent increase in the account is significantly less than the percent increase of the cost of coal itself. The campus has maintained a strict energy conservation program and has made every attempt to keep costs at a minimum.

Turning to the Boston campus, Chairman Carlson invited Chancellor Golino to make his comments. Chancellor Golino said that the campus has had to operate on approximately $1 million less than last year. While all efforts have been made to operate within the amount allocated, levels of frustration have appeared in various segments of the campus due to the personnel cut and the inability to shift personnel and positions to areas of need. For example, while funds have been allocated for specific positions, if those positions become vacant, they cannot be filled unless they fall within the critical needs list. The campus finds itself in the position of having to operate without a Registrar or Affirmative Action Officer. The requirement of a lesser budget has been met, enrollment has not been cut, but in general, he said, it has been and continues to be a difficult year. Trustee Rothenburger pointed out that the campus has had to operate for some time without a Special Admissions Officer.

President Wood said that General Counsel's opinion does give some leeway for contractual activities and non-permanent positions, so that some relief has been provided. This has been done in a minimum way since the intent of the legislation--not to replace vacated positions--is clear. The burden on the University is that some areas have been weakened by random accident. He pointed out that, generally speaking, the impact of critical needs definitions has been greatest on any program that has institutional personnel. Trustee Fielding concurred that the situation has been terribly frustrating.

Mr. Baxter said that the major item in the Boston budget is fuel and that tremendous strides in austerity have been made in this area to add up to substantial savings. Chairman Carlson asked the reason for the increase in the Administration and Finance section of non-state funds. Mr. Baxter replied that this was due to two items: (1) increased revenue from the parking and transportation trust fund and (2) a doubling in volume of the work being done by the Survey Research Program.

In response to a question from Trustee Troy with regard to positions for fall 1976 in College IV, Chancellor Golino replied that the campus does now have the positions and the funding and is waiting for permission, through the critical need process, to fill those positions. Trustee Troy also commented on what he termed the "disproportionate" amount for institutional services at UM/Boston. Mrs. Hanson said that further explanation would be available at the next meeting.

Discussion then turned to the Worcester campus. Chairman Carlson noted that for the first time, there were separate sections for the Medical School and University Hospital. Mr. Cathey said that while the two were separated in the Operating Budget, the allocation had come in a lump sum. At Acting Dean Butcher's request, he pointed out that for the Medical School,

this was a very tight budget, terming the increase "more apparent than real." This was due chiefly to two factors: (1) the continued growth of the school, the need to add clinical faculty for both the teaching program and the Hospital, and the fact the dollars for the clinical faculty appear in the Medical School budget, and (2) the special stipulation that $750,000 of the $1 million increase in the budget is restricted for use in the Family Practice residency program--an amount seven times greater than that used for last year's program. It is likely, he said, that the Worcester campus would be asking the Board for budget adjustments during the coming fiscal year, as figures having to do with operation of the Hospital come in.

Trustee Troy asked for clarification of the funding for the 26 residents in the Family Practice program. Mr. Cathey replied that these residents are in community health centers and that the Medical School absorbs about 50 percent of the training costs for them.

Turning to the Hospital budget, Mr. Cathey said that although $5.5 million has been allocated, an amendment had been filed to hold the level at $3.5 million plus income which the Hospital certifies it can collect during the year. This amendment did not pass, but UM/Worcester plans to operate within its stipulation. Therefore, the Hospital operating budget has been kept to $3.5 million, or the deficit that the state has agreed to finance, plus an estimated $700,000 in income receipts

After thanking the campus representatives for their thorough reviews, Chairman Carlson made a motion which was seconded, and it was

VOTED: To recommend that the Board of Trustees approve the University of Massachusetts Operating Budget for Fiscal Year 1976 as summarized in Trustee Document T76-039.

Mrs. Hanson commented briefly on the status of the FY 1977 budget and said that more information should be available for analysis at the Committee's next meeting. She distributed a table comparing the recommendations of the Executive Office of Educational Affairs and those of the Board of Higher Education for all segments of public higher education. Chairman Carlson said that the budget submitted by the Board of Trustees is a tight and realistic one and that strongest efforts should be made for its legislative approval at the appropriate time.

There being no further discussion, the meeting was adjourned at 12:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

February 4, 1976; 11:00 a.m.
Room CC1-14, Medical Sciences Building
University of Massachusetts/Worcester

PRESENT: Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Gordon, Robertson, Rowland, Shaler and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Other Trustees: Trustees Breyer, Dennis, Eddy, Gavin, McNeil, Morgenthau and Rothenburger; Mrs. Bluestone representing Trustee Fielding; Secretary Parks representing Governor Dukakis

Absent Committee Member: Trustee Spiller

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mrs. Hanson, Associate Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative; Professor Patterson, Boyden Professor of the University

UM/Worcester: Chancellor Bulger; Professor Butcher; Dr. Wheeler, Chairman of the Department of Surgery and Hospital Chief of Staff; Professor Hittelman, Faculty Representative; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director

Revision of By-laws (Doc. T73-031)

The meeting was called to order at 11:30 a.m. Chairman Healey asked Secretary Hardy to explain the reasons for four proposed votes amending the Trustee By-laws (Doc. T73-031). Secretary Hardy recalled that the Trustees had, at their last meeting, voted to establish a Committee on Health Affairs to oversee matters relating to health delivery and Hospital management. She also informed the Committee that the Nominating Committee would recommend to the full Board a merger of the Committees on Budget and Finance, since their areas of concern were so similar. The proposed votes would incorporate these two adjustments in the Committee structure of the Board into the By-laws.

Secretary Hardy continued that a number of other changes had been recommended and had been distributed to all Trustees, but that these were to be taken up at the March meeting in order to give all Trustees time to consider them thoroughly. Chairman Healey stressed that these changes were only proposals, and he asked that the Trustees provide the Secretary with their comments

once they had had an opportunity to study the proposed adjustments.

Turning to the proposed By-laws changes to be considered in March, Trustee Robertson asked why Article II, Section 7, "Conduct of the Meeting," was to be deleted. Counsel Searson said that the right of a body to conduct its business with decorum is inherent in parliamentary procedure and need not be explicitly stated. He saw no good reason to anticipate disruptions in the By-laws. Trustee Breyer observed that if the By-laws imply that there must be formally-adopted rules of decorum, then logically an individual could take some disruptive action not expressly forbidden on the grounds that the rules of decorum do not prohibit it. Trustee Robertson accepted these explanations.

There being no further comments about the changes to be discussed in March, a motion was made, seconded and

VOTED: To recommend to the Board of Trustees that it vote:

To strike the words "(4) Committee on Finance; (5) Committee on Budget" as appearing in Article III, Section 1 of T73-031 and insert in lieu thereof the following language:--(4) Committee on Budget and Finance; (5) Committee on Health Affairs.

To strike the words "The Committee on the Budget, and the Committee on Finance" as appearing in Article III. Section 4 (b) of T73-031 and insert in leiu thereof the following language:--and the Committee on Budget and Finance.

To strike Section 9 and 11 of Article III, as appearing in T73-031, and insert in leiu thereof the following language:--

SECTION 9. THE COMMITTEE ON BUDGET AND FINANCE. The Committee on Budget and Finance shall have the following powers and duties:

(a) To consider general policies relating to the formulation of budgets and the compensation policies for the several campuses and the University administration, and to make recommendations to the Board of Trustees with respect thereto.

(b) To consider and act upon operating budget requests and capital outlay budget requests

submitted by the several campuses and to make recommendations to the Board of Trustees with respect thereto.

(d) To consider policies on annual merit increases and personnel staffing patterns, and to make recommendations to the Board of Trustees with respect thereto.

(e) To enlist and advance the cooperation and participation of the Board of Trustees in facilitating favorable action on the University budget by the General Court and the Executive department of the Commonwealth, and to make recommendations to the Board of Trustees with respect thereto.

(f) To consider policies and other matters pertaining to the investment of the endowment funds and other funds of the University that may from time to time be invested and reinvested, and to make recommendations to the Board of Trustees with respect thereto.

(g) To consider and act upon proposals by the Treasurer for action which the Board of Trustees may have generally or specifically authorized the Treasurer to take regarding the investment portfolio of the University with the concurrence of the Committee on Budget and Finance.

(h) To review the financial records and controls of the University; to review and develop policies respecting the receipt, management and disbursement of funds of the University from whatever source received, the purchase of services, supplies and materials, and internal controls over the same; to review proposals for tuition, fees, rents and charges; to consider policies and other matters pertaining to the leasing of private property by the University and to report thereon; and to make recommendations with respect thereto to the Board of Trustees

(i) To consider the fidelity and performance bonding of University personnel and to report thereon, and to make recommendations with respect thereto to the Board of Trustees.

(j) To review plans and programs to raise private funds for the University through special gifts, endowments, bequests and other means, and to make recommendations to the Board of Trustees with respect thereto.

To amend Article III of T73-031 by inserting the following new section:--

SECTION 11. THE COMMITTEE ON HEALTH AFFAIRS. The Committee on Health Affairs shall have the following powers and duties:

(a) To review, consider, and make recommendations with respect to the health care and delivery systems of the University Medical Center at Worcester, including cooperative arrangements with State agencies and medical institutions.

(b) To review and consider recommendations from the Hospital Management Board.

Peninsula Development Trust Fund (Doc. T76-041)

Next the Chairman called on the President to explain the proposed Peninsula Development Trust Fund (Doc. T76-041). President Wood informed the Committee that this was a proposal to establish a trust fund to provide for expenses related to the planning for the Kennedy Library on the Harbor Campus, and possibly for other improvements at Columbia Point. After a short discussion, it was moved, seconded and

VOTED: To recommend to the Board of Trustees that the Treasurer of the University be authorized to establish a Peninsula Development Trust Fund for the purpose of providing for expenses related to the planning and construction of the John F. Kennedy Library and other development at the Columbia Point Peninsula. All expenditures from said trust fund shall be subject to the approval of the Chancellor of the University of Massachusetts at Boston and the concurrence of the President of the University. Further, that the sum of $7,500 be transferred to said trust fund from the Trustee Reserve Trust Fund Interest Account.

Professional Non-Academic Staff Personnel Policy (Docs. T76-040, T73-090R)

The next item on the agenda was a proposal (Doc. T76-040) to reinstate the provisions of the Personnel Policy for Professional Non-Academic Staff (Doc. T73-090R) relating to multi-year contracts. President Wood explained that these provisions had been temporarily suspended in June during the budget crisis as part of the austerity program. The adjustment had proved troublesome to the campus in some ways, however, and with the

adoption of the FY 1976 Operating Budget and the FY 1977 request, sufficient knowledge of fiscal levels now existed to allow these provisions to be reinstated. After a brief discussion, a motion was made, seconded and it was

VOTED: To recommend to the Board of Trustees that, upon the request of the President, as set forth in T76-040, the Board of Trustees reinstate, retroactive to June 25, 1975, the provisions of the Personnel Policy for Professional Non-Academic Staff (T73-090R) concerning multi-year contracts.

Meeting with Rules Committee

The last item on the agenda was a discussion of arrangements for a meeting of the Executive Committee with the Rules Committee of the Faculty Senate to provide an opportunity for a frank exchange of views and concerns. There followed discussion as to the proper format of the meeting, and several Trustees said they hoped that specific issues for discussion would be determined in advance. Chancellor Bromery pointed out that this was intended to be an informal, symbolic meeting, and not to be part of the governance process. A number of Trustees commented that they viewed this idea of faculty and Trustees meeting together very favorably, and they felt it would be an opportunity for better understanding of the problems facing the University.

Student Trustees

Trustee Rothenburger next spoke to the Committee about the discussion which had taken place at the January Executive Committee meeting on the election of student Trustees. Someone at that meeting, he said, had suggested that there ought to be a minimum number of students voting for a student Trustee to be certified. He recalled that he had expressed approval of the idea at the time, but had realized later that there was no precedent for such a rule in any democratic election, and that he could not now support it. He pointed out that, under state law, any change in the procedure for election of a student Trustee would have to be approved by a majority vote of the students. He welcomed reasonable comments by the Trustee on the procedure for election of the student Trustees, and added that a study was under way for a possible restructuring of student governance on the Boston campus.

Counsel Searson agreed with the legal point expressed by Trustee Rothenburger that any change in student election procedure required a majority student vote. He observed that this had been the basis for the opinion concerning the legality of the recent election of the amherst student Trustee in light of an ad hoc procedure established by the Student Senate to resolve the problem caused when two persons were elected to the position of Student Government President. He further noted that the issue with respect to the Amherst campus did not appear to have been resolved.

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Trustee Gavin said the student attorney was establishing a position on this subject and said she would be in a better position to discuss the issues at a later meeting when the attorney was present. She asked that there be no further discussion of the matter at present. President Wood expressed the view that this problem would have to be resolved soon.

UM/Worcester--
Hospital Budget

There was a motion to adjourn, but Secretary Parks said it had been his understanding at the January 7 Executive Committee meeting that the Committee would discuss a ceiling on the University Hospital budget at this meeting. Trustee Calrson, Chairman of the Budget Committee, explained that he planned to address Secretary Parks' concerns with a motion at the meeting of the full Board. The President explained that there was an explicit committment to a maximum expenditure of $3.5 million in the Operating Budget.

There was no further discussion and the meeting was adjourned at 12:35 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

February 4, 1976; 12:30 p.m.
Room A1-1, Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE: Committee and Committee Staff: Chairman Troy; Trustees Breyer, Croce, Morganthau, and Shaler; Mr. Callahan representing Trustee Anrig; Miss Eichel, recorder

Other Trustees: Trustees Burack, Dennis and Shearer

Office of the President: Mr. Searson, General Counsel

UM/Amherst--Preliminary Graduation Lists (Doc. T76-042)

The meeting was called to order over luncheon at 1:00 p.m. Chairman Troy explained that the purpose of the meeting was the approval of the February, 1976 UM/Amherst Preliminary Graduation Lists (Doc. T76-042). Under Chapter 75, the Trustees must take such a vote for the campuses to process the awards of degrees. There was no discussion and, upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and ratify the preliminary graduation lists of February, 1976, UM/Amherst, as certified by the recorder of that campus and as set forth in Doc. T76-042.

There was no other business, and the meeting was therefore adjourned at 1:10 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

February 17, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Spiller; Trustees Clark and Dennis; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Committee Members Absent: Trustees Abrams, Burack, Eddy, Shearer and Winthrop

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Post, Assistant Vice President for Physical Planning

UM/Amherst: Mr. Littlefield, Planning Director

UM/Boston: Chancellor Golino; Mr. Meehan, Planning Director

UM/Worcester: Mr. Greig, Director of the Physical Plant; Professor Hittelman, Faculty Representative

Guest: Richard Brunell, Student Intern

The meeting was called to order at 11:18 by Chairman Spiller.

Energy Conservation

The first item discussed was energy conservation. At the request of Chairman Spiller, Vice President Robinson opened the discussion, saying that at the present time energy conservation was a critical problem in all non-profit institutions. A task force established by the American Council on Education, working with two professional organizations, has found that energy costs for educational institutions have increased on an average of 150 percent over the past five years and this task force anticipates that there will be an additional 30 percent increase within the next eighteen months. The University currently has under way some of the conservation measures recommended by the task force.

Mr. Meehan, reporting for UM/Boston, said that there has been a major drive on energy conservation at the Harbor Campus. Very drastic changes have been made in methods of operation. Both the amount of light and the amount of heat have been reduced to minimum acceptable levels. The length of time heating and ventilating units are run has been reduced, as has the amounts of outside air introduced into the ventilation systems. The results can be seen in reduced electricity bills, which indicate a savings in calendar year 1975 of just under $400,000

when compared with bills for the preceding year. Mr. Meehan said that with a capital outlay of between $250,000 and $300,000 changes could be made to the heating and ventilation systems in laboratory areas and in the computerized systems for controlling the starting and stopping of ventilation systems which would result in additional savings approximating another $400,000 per year.

Speaking for UM/Amherst, Mr. Littlefield said that in fiscal 1971 the total utility costs for the campus amounted to $2,400,000. The cost for fiscal 1976 is estimated at $7,300,000. Some of this increase is due to the addition of new buildings with air conditioning and large "cubage" bust most of the dollar differential reflects an increase in fuel costs. Unlike the Boston campus, UM/Amherst uses a combination of fuels. The most effective savings at UM/Amherst has resulted from the reduction in temperature in buildings. Whereas in the newer buildings the amount of heat can be controlled effectively, in some of the older buildings it is nearly impossible to regulate the temperature.

Mr. Greig said that at UM/Worcester, the problem is somewhat different. There is a supervisory data system for controlling the entire complex, but it has never been hooked up. It does effectively control the units in the hospital, but in the medical sciences building the systems in research wings, auditoriums and student laboratories have had to be manually shut off at night and on weekends. Trustee Dennis asked what possibility there was of persuading the Bureau of Building Construction to make haste to complete the project. Mr. Greig replied that although the systems in the two buildings were specified for compatibility, they cannot be integrated without substantial additional expenditures. This matter is being pursued with the BBC. Trustee Dennis asked for a progress report on this matter at the next meeting of the Committee.

Another problem at UM/Amherst is that they have been shut off from natural gas. This means that oil, which is considerably more expensive, must be used to generate steam. Mr. Greig said that gas is not now available to industrial users in the entire Worcester area. Chairman Spiller suggested that a formal letter be written to Commonwealth Gas regarding the cut-off. Mr. Greig said that by the recent installation of a thermocycle, it had been possible to save approximately $630 per day of operation. By adapting the turbo-generators so that they can be used for heating the building, a further saving has been achieved of approximately $56 per hour of operation. Further savings can be effected by reducing the amount of fluorescent lighting, and the necessary changes in individual fixtures will proceed as soon as the work can be scheduled.

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Trustee Clark asked if the vibration problem in the boilers had been resolved and was told that it had.

Columbia Point Developement

Chairman Spiller next asked for a report on development at Columbia Point. Mrs. Robinson said that the Kennedy Library Corporation now wants to locate the library on the northeast rather than the southeast portion of the University's land. This change in location, she said, would mean rethinking a number of factors, such as the circulation system. Trustee Clark said she looked favoraby upon the new site for the Library. Chancellor Golino said that he also found the proposed location entirely satisfactory. He said that a campus committee has been established to coordinate plans with the Kennedy Corporation. Mrs. obinson also informed the committee that the state is interested in the Harbor Campus site as a possible location for a new State Archives building.

UM/Amherst--Permanent Financing of the Campus Center and Fraternity/Sorority Park

The next agenda item to be discussed was the matter of permanent financing for two projects at UM/Amherst, the Campus Center and Fraternity/Sorority Park. Mr. Post said that the two projects require different approaches. The Treasurer's Office and the UM/Amherst administration had developed a projection indicating that the Campus Center, which is an income-generating enterprise, is in a position to get long-term financing. Changes in the operation of the Center may make it unnecessary to increase student fees in order to go to permanent financing. On the other hand, Fraternity/Sorority Park does not generate income. This project was purchased originally for student housing. Since in addition to the purchase price, money was spent for architectural drawings, the sale of the land could not recover the money invested. Payment of the notes, therefore, must come from some existing source. Mr. Post said that both these projects will be discussed at the upcoming meeting of the Committee on Budget and Finance.

UM/Amherst--Cooperative Family Housing

Also to be discussed at the meeting of the Committee on Budget and Finance, he said, will be the matter of the proposed UM/Amherst cooperative housing agreement, which was discussed by the Committee on Buildings and Grounds at its last meeting. Three of the major stumbling blocks have now been resolved. The potential problem of displacing union employees has been solved by the cooperative's agreeing to continue employing University personnel until such time as this issue can be resolved with the union. The problems of delegation of authority and of pledging the full faith and credit of the Commonwealth have been resolved by the University's retaining greater control over the cooperative. The rent schedule has been adjusted to assure proper reserves for repairs and replacement.

Chairman Spiller next asked for reports on the status of various campus projects and buildings.

UM/Boston--Gymnasium

Mrs. Robinson reported that working drawings are now ready on the gymnasium and since the foundation contract has not yet been put out to bid, it is probable that the Bureau of Building Construction will want to put the entire project out for bid at one time. Mrs. Robinson said that it is her understanding that the project synopsis for the foundation contract was submitted to the Secretary of Educational Affairs in August for comment and that, to date, the Executive Office of Administrative Affairs has received no reply from the Secretary. The architect has now informed the Bureau and University personnel that his original construction cost estimates were too low. It will be necessary to make some cost reductions in the interior of the building and to bid the swimming pool as a deduct alternate. Construction of the pool will either go forward or be postponed until a later date, depending upon the actual bids. It is critical that the bidding and construction proceed on the tightest possible schedule since any delay will increase the costs of the project and there is no room for further cost reductions. Delay will also affect the opening date of the facility due to the construction calendar.

Chairman Spiller asked that the minutes reflect the very grave concern of the Committee about any delay in the release of funds for the gym. Trustee Clark said that Secretary Parks had indicated to her that he had no objection to construction of the gym and she offered to pursue this matter with Secretary Parks informally. Trustee Dennis also suggested an informal approach. It was the sense of the meeting that the Secretary to the Board would send a copy of the minutes of the Buildings and Grounds meeting to the Secretary of Educational Affairs calling his attention to the Committee's discussion.

UM/Boston--Pumphouse

Chairman Spiller asked Chancellor Golino to report on the status of plans for the Calf Pasture Pumphouse. Chancellor Golino said that a brochure will be forthcoming shortly on this building and that the students are enthusiastic about the possibility of its renovation as a community-student center. The problem of financing has still to be resolved.

UM/Boston--Bus and Parking System

At the Chairman's request, Mr. Meehan reported that plans for an additional stop of the MBTA Quincy line at Columbia Point Station continue to be discussed with the MBTA. This would allow access to the UM/Boston shuttle bus facility via the overhead walkway. Plans include an elevator for the handicapped to reach the street level.

UM/Amherst--Library Tower

Chairman Spiller asked Mr. Littlefield to report on the status of various UM/Amherst items. Mr. Littlefield reported that there is a problem of loose bricks on the University Library tower. The Bureau of Building Construction is requesting from the architect, Edward Durell Stone, an assessment of the cause of the problem and a cost estimate for correction. In the meantime

a protective barrier has been erected. The building was completed in 1972 and is no longer under guarantee.

UM/Amherst--Tillson Power Plant

Mr. Littlefield said that the Tillson steam generation plant is not yet in operation due to problems with the steam tie line which have been discussed earlier with the Committee. A full engineering report requested by the BBC is due from the consultants this month. Until the report has been reviewed, it will not be certain what the problems are or the cost of correction.

UM/Amherst--Bus System

With regard to the University bus system, Mr. Littlefield said that three separate activities were under way: (1) preparation of an agreement between the University and the Town of Amherst to provide bus service, (2) drafting of an application for the Town to submit to the Pioneer Valley Transit Authority asking them to hire the University of Massachusetts bus system to operate a service in the Town of Amherst and (3) preparation of a capital grant application to the federal government for the money to replace and augment the number of buses. It is anticipated that the agreement with the Town, the PVTA application, and the capital grant application will be presented to the Buildings and Grounds Committee for approval on April 20.

UM/Amherst--Transformer Failure

The recent failure of a transformer at UM/Amherst has left several buildings without reliable backup power. It is expected that the cost to replace this transformer will run between $20,000 to $30,000.

UM/Amherst--By-pass Road

Mr. Littlefield brought the Committee up to date on the status of the Department of Public Works by-pass road. He said that plans have been under way for several years to build a by-pass so that the portion of North Pleasant Street which runs through the campus can be closed to all automobile traffic. In order to obtain federal funds for this road, a section of the land in Hadley which would be included in the new by-pass must be reclassified from rural to urban. The DPW is working with the town of Hadley to accomplish this. They have also started the land-taking process to acquire the right of way for the by-pass.

UM/Amherst--Handicapped Projects

Mr. Littlefield said that the state has allotted UM/Amherst $160,000 for projects to benefit handicapped persons.

UM/Worcester Hospital Opening

Chairman Spiller next asked Mr. Greig to report on the status of projects at UM/Worcester. Mr. Greig reported that the hospital had opened on January 18, and there are now 28 patients in two wings of the hospital. The Southwest wing is expected to open this week. By April 15 it is expected that levels 4, 5 and 6 will be turned over to the University.

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UM/Worcester--Site Work and Recreational Facilities

Construction work under the hospital site and landscaping contract has been discontinued due to the weather, but it is anticipated that it will be completed by July 1. It is hoped that limited outdoor recreational facilities, such as volleyball courts, may be provided as a part of future site work near the Medical Science building. Dr. Hittelman said that in the past the campus has used facilities of other organizations, but that the number of students has become too large to continue this practice without causing a hardship to those organizations and ill will for the University.

UM/Worcester--DPW Studies

Mr. Post reported that the Department of Public Works is hoping to improve Lake Avenue and the connection to Route I-290. The campus is working with the state and town agencies to provide signs directing people to the campus.

It was noted that the committee may meet on March 3 prior to the Board meeting in order to discuss land transfer legislation in connection with the Kennedy Library. It was suggested that members of the committee use the occasion of the April Board meeting in Amherst to inspect several buildings scheduled for formal University acceptance. The next regularly scheduled meeting of the Committee will take place on April 20.

There being no further business, the meeting was adjourned at 1:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
FACULTY AND EDUCATIONAL POLICY

February 18, 1976; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT

Committee and Committee Staff: Chairman Troy; Trustee Breyer, Mr. Colby representing Trustee Winthrop; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustees Burack, Fielding, Gavin, Morgenthau and Shaler

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Ms. Veith, Staff Assistant

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Clayton, Head OF Department of Food and Agricultural Engineering; Professor Wilkinson, Faculty Representative; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Mr. Babcock, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Strange, Dean of the College of Public and Community Service; Professor Schiavo-Campo, Faculty Representative

Guest: Professor Alan A. Altshuler, Chairman of the Advisory Committee for the College of Public and Community Service, Professor of Political Science, Urban Studies, and Planning, Massachusetts Institute of Technology

UM/Boston--Report on College III

The meeting was called to order at 10:20 a.m. The order of agenda was reversed, and Chairman Troy asked Vice President Lynton to provide an overview to the discussion of the Advisory Committee Report on the College of Public and Community Service at UM/Boston. Mr. Lynton stated that the Boston campus had originally been planned as a traditional liberal arts campus, but that in 1970-71 the Trustees had decided that the mandate of the campus should be broadened into professional areas. In December, 1971 the Board had approved a revised report by a Committee appointed by then Chencellor Broderick which had recommended the establishment of a professional college. Dean Strange had been appointed in April, 1972 after which a planning year culminated in the admission of 280 students in September 1973.

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The brevity of the planning phase was called a key factor in some of the birth pangs of College III, combined with the estraordinary range of innovative undertakings which it tackled all at the same time. Chancellor Golino had appointed the Altshuler Committee in February 1975, which reported in August 1975. He described the report as extremely useful to the campus and the President's office in addressing the critical question of how to introduce such great innovations in programs and evaluation while achieving a high standard of quality.

Chairman Troy made the point that he hoped all responses to the Committee's report would be specific and that he hoped campus representatives could report on changes either currently in the works or in planning. He then called on Professor Altshuler for his remarks.

Professor Altshuler began by noting that, considering the numerous tasks which the College undertook all at once, its first two years had displayed substantial if turbulent progress. He listed the main recommendations of the Committee: (1) that careful and sustained records be kept and that there be a better monitoring of data; (2) that the next two years be devoted to an evaluation of the College upon three criteria: (a) its capacity to generate applications from older, low-income students, (b) its capacity to reduce attrition, particularly as measured from the end of the initial assessment period, and (c) its capacity to turn out students comparable in reading, writing and analystical skills to those graduated by Colleges I and II; and (3) that a board of evaluators be established, composed of five to seven prestigious academicians, to review the performance of students about to graduate to determine their comparability with those graduating from Colleges I and II.

Professor Altshuler then listed several subsidiary problems: (1) the difficulty of prospective students understanding the expectations and requirements of the degree programs; (2) the difficulty of making personnel decisions when many of the faculty were from mixed or non-academic backgrounds; (3) the tendency of competency curriculum development to become an addiction rather than an instrument; and (4) the preoccupation with governance. Professor altshuler added that he understood that much progress had been made on the latter point.

Chairman Troy thanked Professor Altshuler and described the Committee's report as extraordinarily comprehensive, careful, serious and well-written. He said the University was extremely grateful to him and his colleagues.

Chancellor Golino said that he believed the physical isolation of College III to have been a mistake, and he said his principal desire was that the College could somehow be made a more integral part of the campus. He further said that he believed many of its problems had stemmed from trying to do too much too fast. He added his support for the principle of a board of evaluators, not as a watchdog, but as a body to help insure the coordination and comparability of all the Colleges.

Chairman Troy next called on Dean Strange, who began by describing the components of the College's mandate, and the ways in which they had been fulfilled. First, the college had been mandated to serve a student population which was primarily minority and non-traditional. This objective had been fulfilled, he said, pointing out that 30 percent of the student body was non-white. Also, most worked full- or part-time and many were older than the faculty.

A second mandate was to develop a curriculum in public and community service. This had been said to be most difficult, he said, but proved not to be difficult at all. He pointed out that the courses which composed this curriculum had been distributed to the Committee.

A third mandate had been to acquire a faculty with background in either (or both) academic work or public and community service. Dean Strange said his objective had been a faculty which was about 25-50-25 percent made up of academics, those with mixed experience, and those without academic experience respectively. In fact, the first and third categories were somewhat smaller than this. The composition of the faculty, along with its unusual nature, posed some problems in that academics and nonacademic often had widely differing working styles.

There was also the problem of evaluating persons on non-academic background for the purpose of tenure. There are faculty who are low on research, but high on professional activities. Personnel rules, he said, are not really designed to assure such people that their efforts would be rewarded. Even though the Personnel Policy (T75-125) allows for substitution of professional activities for research, Dean Strange said, some faculty feel that the University may not quite mean it. This, he said, would be a knotty problem. Six faculty members would be due for tenure decisions this year, and it was important for the issue to be settled. The College now operates on the tenure system, but Dean Strange recalled that he had suggested the abolishment of the tenure system when the College was first established.

The Dean turned to a discussion of the competency approach to education. This was a most difficult problem he said, because certifying the competence of a person entailed a decision about what skills are valued; it also requires great specificity. He outlined the two models in competency-based education: credit for time in place, which would give a person credit for the time he had spent in a given position, or credit for what the individual can do in terms determined by the institution. College III had chosen the latter method. It had not had specific descriptions of the competencies when the College opened, but had since developed them. This took an excessive amount of time and effort, but a mechanism has been developed. This is now in place and is a stable assessment process. He explained that the competency of an individual is judged by a panel of faculty based on clear criteria.

Dean Strange said the College was in agreement with most of the Altshuler Committee's conclusions. It differed strongly, however, with the contention that there was a lack of field-based experience for the students. He described two programs, one through their Law Center Clinic and the other in the Boston Environmental Health Improvement Project, both of which involved a mixture of study and work. He said that the College was proud of its progress in this area.

He added his agreement with the needs outlined by the Committee: the lack of adequate data for evaluation of the College; the need for better recruitment procedures; the need to address the attrition problem; and the need for resolution of the governance problem. On this last point, Dean Strange remarked that, although he agreed with the Committee's conclusion, the problem had been resolved since its report had been made in August 1975. Governance had been a preoccupation for everyone and absorbed an undue amount of energy, but a culture of trust has been built and the situation is much improved.

A period of questions, answers and discussion followed. Trustee Breyer cited two areas--law and economics--where the competencies set forth in the brochure did not seem to correspond to the courses offered. Dean Strange noted that the courses for the law center were contained in a different course brochure than the one provided. In the area of economics, he agreed, and pointed out that the structuring of faculty responsibility at the College had been based on assumptions about growth which had never materialized. It is difficult for thirty-six faculty to provide both basic and advanced courses while at the same time supervising the acquisition of competencies for over 400 students. The College is committed to liberal arts education as well as

professional career education, and there is a tension between them. Chancellor Golino said that an important objective is to bring the faculties of Colleges I and II together with that of College III, so that the students can benefit from the offerings in the other Colleges. College III students do not now take courses in the other Colleges. Dean Strange added that the student/faculty ratio is 19.6:1.

Chairman Troy asked about the skills of College III students in reading, writing and analysis. Dean Strange responded that they have integrated the basic skills program into the total curriculum and he felt the skills of College III students compared favorably with those of other UM/Boston students.

Professor Altshuler said that his Committee had also been concerned about the problem of meshing career development in jobs at the public service agencies together with educational development. He said that faculty might have a tendency to do what comes easiest, which is teaching courses in academic subjects. He felt that a fruitful relationship could exist between job and academic programs and that economies could result. He said that it is sometimes necessary to keep the pressure on, and he said he believed that Dean Strange had done so. He pointed out that the College had a commitment to academic subjects as well as professional skills, which explained its desire not simply to be a trade school.

Chairman Troy noted that the Altshuler Committee had stressed what he termed "the failure" of College III to successfully mesh the work and study aspects of the programs so that work performed complemented study. He asked Dean Strange whether this did not constitute a serious failure, if such a meshing was central to the educational concept upon which the College was based. If there was such a failure, he continued, was it due to shortcomings in personnel or in a shortage of positions in public agencies?

Dean Strange answered by describing the centralized field education format which had had to be scrapped because it did not work. Since last spring, he said, the several centers of the College had conducted their own field education activities, and he described the process by which this was done and how it was an improvement over the old, centralized system. Recapitulating Dean Strange's explanation as he understood it, Trustee Breyer asked whether the process now involved two aspects: (1) seeking out persons who held positions in public service to become students, and (2) seeking out slots in public agencies for students to fill. Dean Strange confirmed this understanding, and then explained why this second process had proved to be difficult: (1) the positions were more often nonpaying than paying, (2) the jobs which agencies want filled are often irrelevant

to the curriculum, and (3) many public agencies are overwhelmed with requests for training-type positions. The difference between an internship and simply a job is an important one. It was noted that 80 percent of the students have full-time jobs. Chairman Troy asked Professor Altshuler whether he believed this work and study concept was at all workable, and he replied affirmatively.

The question was raised as to the method of determining whether the work that a student is performing in a public agency is fruitful to his learning objective. Dean Strange replied that faculty maintain oversight of the work situation to ensure that the two correlate. He said visits might be as frequent as once a week.

On the subject of recruiting, Chairman Troy expressed his objection to advertising College III in newspapers at a time when hundreds of applicants must be turned away from Colleges I and II. How does this look to a parent of a rejected student? It was pointed out that the recruitment process does not involve "selling" the College, but merely in placing before the public the educational opportunities which are available. Dean Strange said he believed that this was an obligation of a public institution, and he pointed out that the non-traditional students need to be informed of educational opportunities in a fashion different from high school students who may have guidance counselors within their schools. He mentioned that the College conducts admissions seminars every Tuesday morning and Wednesday evening.

The Chairman asked Professor Altshuler if he had any concluding remarks, and Professor Altshuler said he believed that the College was grappling with the right issues, that there had been good progress made since the report was issued, and that a lack of resources had undoubtedly slowed progress on some of the critical issues identified by the report.

UM/Amherst--Establishment of a Bachelor of Science Degree in Food Engineering (Doc. T76-045)

Chairman Troy thanked Dean Strange and Professor Altshuler and turned the meeting to a proposal for the Establishment of a Bachelor of Science Degree in Food Engineering at the Amherst campus (Doc. T76-045). Vice President Lynton said that this new degree program would combine resources of the School of Engineering and the College of Food and Natural Resources, although it was to be based at the latter. He observed that the establishment of this new program would replace the B.S. program in Food and Agricultural Engineering, which he described as a wise move in light of the Board's action in limiting the enrollment of the Amherst campus, which suggests the advisability of new programs replacing old ones. Those students currently majoring in Agricultural Engineering will be allowed to complete their studies, after which a proposal for formal elimination of the degree program will be brought to the Trustees.

Mr. Colby, representing Trustee Winthrop, asked whether the new program would replace an agricultural program at a time when the Commissioner of Agriculture and the Secretary of Environmental Affairs are promulgating a policy for food and agriculture in Massachusetts--a first in the history of the Commwealth--with the goal of making Massachusetts more nearly self-sufficient in its requirements for foodstuffs. Professor Clayton explained that the change represented a recognition by the faculty of the need for trained personnel in the food processing industry. It will be the first undergraduate program in food engineering in the United States. This degree program reflects an expansion of scope within the department over the past decade and is consistent with the curriculum, faculty resources and employment needs in the region. A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees establish a Bachelor of Science Degree in Food Engineering at the University of Massachusetts at Amherst as described in Doc. T76-045.

There was no further business to come before the Committee, and the meeting was adjourned at 12:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

February 18, 1976; 1:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Committee and Committee Staff: Chairman Carlson, Trustees Croce, Dennis, Gordon, Rothenburger, Troy; Treasurer Johnson; Secretary Hardy; Ms. Judd, recorder

Other Trustees: Trustee Gavin

Committee Members Absent: Trustees Rowland and Shearer

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Lewis, Staff Assistant, Budget Office; Mr. Post, Assistant Vice President for Physical Planning; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Baxter, Budget Director; Mr. Olson, Acting Vice Chancellor for Administration and Finance

UM/Worcester: Professor Hittelman, Faculty Representative

Guests: Mr. John Wood of Standish, Ayer and Wood; Ms. Susan Tehan representing Secretary Parks; Mr. Pat Walker of the University of Massachusetts Tenants' Association; Mr. Michael Pill of the Campus Center Board of Governors; Ms. Cynthia Blair, Mr. Jim Brandt, Mr. Jerry Rogers, UM/Amherst; Mr. Richard Brunell, student intern, President's Office; Mr. Ira Horowitz of the Student Legal Services Office, UM/Amherst

Report of Investment Counsel

The meeting was called to order at 1:35 p.m. Chairman Carlson began by asking Mr. John Wood of Standish, Ayer and Wood, investment counsel, for his comments on the current University Endowment Fund Portfolio. Mr. Wodd referred to the draft of Policy Guidelines which had been previously distributed to the Commitee and said that, in view of the past year's activities, his proposal was to revise the stock ratio upwards by five percent and to bring the equity ratio down by three percent. Mr. Janis concurred with Mr. Wood's recommendations. Mr. Wood then indicated that the next analysis would be available in April.

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After a discussion of various investment options, the Chairman asked for a vote on the proposed changes in the University's portfolio. In accordance with the vote of the Board of Trustees of June 30, 1966, empowering Kenneth W. Johnson, as Treasurer of the University of Massachusetts, to take certain actions relative to the endowment and trust funds of the University, it was moved, seconded and

VOTED: To authorize and empower Kenneth W. Johnson, Treasurer of the University of Massachusetts, to execute the following transactions:

1. To sell the following securities:

Hercules Inc.	800 shares
AMAX Inc.	400 shares
Wisconsin Gas	180 shares

2. To purchase, with the proceeds from the sale of the Hercules Inc., AMAX Inc., and Wisconsin Gas securities, the following securities:

$50,000 U.S. Treasury, 8%, 2/15/83

Following Mr. Janis's observations with regard to the present market situation and the attractiveness of current Federal Bond issues, Mr. Wood concurred with his suggestion for the sale of some corporate bond holdings. After a motion was made and seconded, it was

VOTED: To authorize the Treasurer of the University, on advice of the investment counsel and with the concurrence of the Vice President for Management and Business Affairs, to sell bonds presently held in the portfolio in an amount not to exceed $50,000 and to invest the proceeds thereof in GNMA securities.

Chairman Carlson then turned to the second agenda item, State Auditors' Reports a review of the State Auditors' Reports. He reviewed them briefly and commented generally upon the campuses' responses to the Reports.

Trustee Dennis then asked about the status of the Coopers and Lybrand audits of the School of Education at UM/Amherst. Treasurer Johnson replied that the audits have been reviewed in great detail, and new procedures have been put into effect on the campus. Mr. Janis said that a further report to

the Committee would be made at its April meeting.

Establishment of Robert J. McCartney Endowment Fund

The next item for discussion was the Establishment of the Robert J. McCartney Endowment Fund. It was pointed out that this scholarship is intended for orphans and is available on a campus-wide basis. A motion was made, seconded, and it was

VOTED: To recommend to the Board of Trustees that the Robert J. McCartney Memorial Scholarship Fund for Orphans be established as an Endowment Fund for the purpose of making annually one or more awards to the nearest $100.00 from income earned during the preceding fiscal year to aid industrious and deserving students enrolled at any campus of the University. Selection of recipients shall be made by the campus committees on scholarships and financial aid and reviewed by the Treasurer of the University and by the Vice President for Management and Business Affairs or as the Board of Trustees may from time to time direct. Awards shall be made to needy and deserving students who do not have parents; he or she shall also be born in Massachusetts and be a permanent resident thereof for a period of one year prior to the academic period for which the grant is made. Unused income remaining after annual awards have been made shall be added to the principal of the fund at the close of the fiscal year.

Status of Trust Fund Interest Account

Chairman Carlson turned next to the status of the Trust Fund Interest Account. He said that, as a result of the severe shortage of appropriations in the past year, the University had turned to non-state sources of funding. The Operating Budget had included $272,000 as reserves; he reviewed in detail expenditures and commitments since July against the amount, as well as anticipated expenditures. Treasurer Johnson commented that unless short-term interest rates go up substantially and unless the amount of money available for investment goes up, there is the possibility of a drastic curtailment in available funds in this account next year. To counteract this situation, the University has developed a more sophisticated program of short-term investments.

Critical Needs Process

At the Chairman's request, Mr. Janis reviewed for the Committee current developements in the critical needs process. His points were (1) the critical needs submitted in December have finally been approved, (2) there are problems relative to the anticipated critical needs for September, and (3) there is a

need to set up a budget tracking system so that the critical needs which have been approved can be funded within the available budgets for FY 1976. After reviewing critical needs provisions and the University's responses to them, along with its self-imposed austerity program, Mr. Janis said that personnel problems do exist throughout the campuses. He pointed out that salary decisions have been decentralized and now lie within the province of the Chancellors; guidelines for filling vacant positions are being developed based upon interpretations of the General Counsel and will be available shortly. Problems remaining are (1) low morale as a result of personnel restriction, (2) a high vacancy rate, and (3) anticipated vacancy problems in the fall. He said that an attempt will be made to get a blanket approval for permission to fill a certain number of anticipated critical needs--a necessity at this time since the campuses must begin now to make commitments to faculty for availability in September. This will require understanding on the part of Administration and Finance for the unique problems of higher education.

In response to a question from Chairman Carlson, Mr. Daplan said that the critical needs process will probably continue throughout the next fiscal year. Chancellor Bromery said that a problem for the campuses is the inability to make long-range decisions and that, in the long run, the students are the ones most affected by the University's inability to project the number of available faculty for the next semester's classes. He pointed out that by the time his December critical needs were approved by Administration and Finance, the second semester had already started and it was too late to get faculty for courses students needed. Another problem is that while some positions in the classified staff can be filled by transfer, that position from which the transfer came cannot be filled, thus creating another vacancy.

UM/Amherst--1976 Program Decisions

Chairman Carlson then asked Chancellor Bromery to report on program decisions under consideration at UM/Amherst. Chancellor Bromery reviewed past methods of decision-making, and then explained the current method of "dollar budgeting" whereby resources are mapped against program activities in order to provide effective allocation of resources. Each budgetary unit is monitored by a program manager whi is responsible for accomplishing program objectives and who has flexibility in moving funds among accounts and for reallocating personnel budgets to non-personnel expenses. The "dollar budgeting" system was introduced in 1973, and is now in a stage where activity-indicators are being developed to measure the accomplishments of the planned program. Mr. Gulko pointed out that cost-indicators are being worked out, as well as class size-indicators, and faculty workload-indicators. Developing a system of quality-indicators remains a difficult problem. In response to a question from Chairman Carlson, Chancellor Bromery said that a summary of

program adjustments, as of a point in time, would soon be available. He also said that an effect of this system's implementation has been to make very clear that at some point very soon, student enrollment will have to be related to the budget.

UM/Boston--Proposed Agreement for a Cooperative Program in Management between UM/Boston and Northeastern University (Doc. T76-046)

The next item for discussion was the Proposed Agreement for a Cooperative Program in Management between UM/Boston and Northeastern University (Doc. T76-046). Mr. Lynton reviewed the previous Committee and Board actions regarding preliminary negotiations of the contract. He said that the Agreement makes a great deal of sense educationally, in that students of College IV could be offered more courses than would otherwise be possible. He suggested that, in the future, contracts of this sort ought to be negotiated on the basis of marginal cost to the delivery institution rather than base cost; however, the basic principles of the present contract are very sound. Chancellor Golino said that the contract was now ready for signature, and that he is happy and confident that the arrangement will work well. An encouraging point, he said, is that Northeastern University is already asking if similar relationships in other programs could develope.

Chairman Carlson said that this arrangement was tangible evidence of viable interinstitutional cooperation and sets a good example for other institutions, both public and private. Mr. Janis added that the conditions previously set by the Board have been met and another item added: the right of the University of Massachusetts to terminate the contract with 30 days' notice in the event that College IV decides to set up courses of its own in these areas. His only concern was that in House I, this item had been eliminated from the budget proposal; a way to restor the funds has to be found. In response to Trustee Troy's inquiry, Chancellor Golino said that approximately 130 students, out of an enrollment of 225, would be involved in the program. Counsel Searson noted that in the Agreement there was a $40,000 funding limitation for academic year 1976-77 and that he assumed funding limitations would be worked out in subsequent years; Chancellor Golino said that his assumption was correct. Chancellor Golino added that the Agreement was made only for very specialized courses which UM/Boston did not inted to offer, and that, if it should offer them, it would cost much more to acquire the core faculty necessary. A motion was made, seconded, and it was

VOTED: To recommend that the Board of Trustees approve the agreement (Doc. T76-046) negotiatied between the administration of the Boston campus and Northeastern University for a cooperative program in management allowing UMass/Boston students to enroll in advanced elective courses in management at Northeastern

which are not currently offered at UMass/Boston; further, to authorize the Treasurer of the University and the Chancellor of the Boston campus to execute said agreement.

At Trustee Gordon's request, at 2:45 p.m., it was moved, seconded, and

VOTED: To enter executive session to discuss the University of Massachusetts Tenants' Association Management/Maintenance Agreement.

At 3:05 p.m., it was moved, seconded and

VOTED: To end the executive session.

UM/Amherst--Campus Center Financing (Doc. T76-047)

Mr. Janis began discussion of the next topic, Campus Center Financing (Doc. T76-947). He said that for five years, the Campus Center and the Campus Center Garage have been in temporary financing, but according to legislative limitation, permanent financing must be arranged by June, 1976. Additional short-term financing is not available at the present time for this type of project; however, there is a good chance that long-term financing could be obtained. A detailed analysis had been made which indicated that a long-term bond issue of $21,550,000 for 35 years could be supported at an effective rate of 8½ percent, the rate furnished by the UMass Building Authority. Four significant elements of this analysis were: (1) past surpluses would be carried forward each year, (2) rents would be charged to the bookstore operation and the food service operation, (3) a student fee increase of $10 per year would begin in 1978 (this fee could be obviated by the development of a conference center program which would provide additional income to the Campus Center), and (4) there would be an increase in project revenues at a rate of five percent and a corresponding increase in operating expenses of five percent.

Chancellor Bromery pointed out that the Campus Center has existed for a long enough time so that there is now a well-documented history of viability of enterprises within the building--a positive factor for prospective bond purchasers. Because of the time limitations involved (the current notes fall due April 15, 1976), and permanent financing must be arranged immediately.

Treasurer Johnson commented on the significant improvement in the management of the Campus Center. He said this fact makes the Center more attractive from a financing point of view, since the data shows that it can stand on its own.

B & F
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The Chairman referred to questions raised by a paper from the Student Government Association distributed by Trustee Gavin regarding the estimated revenues from the proposed commercial bank. He asked if the exclusion of such a bank and its potential revenues would adversely affect the financial projections. Treasurer Johnson replied that it was insignificant. Another questions was whether institutional money would be going into the Center, thus indicating a change in funding patterns. Mr. Gulko said that the change was an accounting change connected with the profit center concept; the net overall balance of the costs of revenues and expenditures is not changed--they rather are classified differently.

Trustee Gavin expressed her concern that the proposal included an item such as the bank since both the Graduate Student Senate and the Student Government Association had rejected the bank as a tenant. If there are major changes in store for the Campus Center, such as the conference center idea, students want to be informed about them and want a say in them.

Chancellor Bromery replied that the contemplated changes are in a preliminary state and that they would not take place until discussions were held with all constituent groups. The overall purpose is to find any academically appropriate enterprise that will help to offset the burden of Campus Center fees on students. If a conference center or continuing education center were set up, students would benefit from the additional courses offered thereby and from conference-generated revenues. He emphasized that discussions would be held on the campus prior to implementation of these ideas.

Chairman Carlson said that the bank issue was an option which could be talked about further after the bond sale. He called for a motion which was seconded, and it was

VOTED: To recommend to the Board of Trustees that it request the University of Massachusetts Building Authority to seek permanent financing for Project #11 (Campus Center and Campus Center Garage) at available market rates for a total of $21,550,000 including the present note ($21,030,000), capital improvements ($250,000) and capitalization of the current debt ($270,000).

UM/Amherst--Financing of Fraternity Sorority Park

On the subject of the financing of Fraternity-Sorority Park, Mr. Janis said the campus is still investigating the problem of paying for the notes which fall due in April. Two options under consideration are: (1) whether surpluses in the Building

Authority could be used for purchasing them, and (2) whether or not to use Residence Hall Trust Funds, the legality of which is under consideration by General Counsel. Trustee Troy reminded the Committee that this project which is also under temporary financing and the notes fall due on April 15.

UM/Amherst--Proposed Management/Maintenance Agreement (Doc. T76-048)

The last agenda item was the Management and Maintenance Agreement with the Student Family Housing Cooperative (Doc. T76-048). Mr. Janis reviewed the negotiations which led to the proposal before the Committee. The concept had been approved in principle for further exploration by the Board of Trustees; the results of those explorations have taken the form of the proposed Agreement, with several safeguards added: (1) violation of any part of the Agreement will constitute its termination, (2) the Agreement can also be terminated if the monies collected each month vary by five percent of the budget, (3) the University of Massachusetts Tenants' Association will provide a $100,000 fidelity bond, (4) liability insurance is provided for $1,500,000 (5) the University has the right of inspection at all times, (6) a bank shall receive the rents and transmit them directly to the University, (7) a majority of the tenants will ratify the Agreement, (8) the Agreement must be approved by the Building Authority, and (9(all withheld rental monies will be remitted. With regard to the last point, recent communications indicated that monies withheld only during the months of January and February would be remitted, and Mr. Janis recommended that negotiations not proceed until it is agreed that all monies be turned over.

Trustee Gordon congratulated Mr. Janis for his handling of this complex problem. He said that conceptually the idea of the cooperative was a good one; his reservation involved protection of bond-holders should there be another rent stricke. He recommended wording changes to this effect in paragraphs 5 and 27.

Treasurer Johnson commented on the excellent presentation on the part of the students, but said that as financial officer of the University, he was disturbed by some of the basic principles involved. This Agreement, he said, is not in conformance with the type which normally would be entered into with professional management organizations which would provide a performance bond, with which contractual obligations could be clearly stated, and which could guarantee no conflict of interest. Because of the nature of student transiency, the changing composition of the cooperative raised questions in his mind of long-term performance and continued interest. These policy questions should be discussed before any final decision is made.

Trustee Dennis said that the Agreement read to him more like a management agreement than a cooperative. In his experience, management fees are usually six to ten percent of the rents

collected; the fee before the Committee appears to be quite a bit higher than this. He added that successful management companies usually operate with a large volume of property over which costs are spread. He questioned successful student management under a restricted fee, coupled with a lack of practical experience.

Mr. Walker responded for the University of Massachusetts Tenants' Association by saying that the management costs appear to be high because maintenance costs are included; taking this into account, the management fee is about five percent. Trustee Dennis said that, again, for a successful management company, that figure would be too low. Mr. Walker replied that this is a cooperative rather than a professional company; being a cooperative would enable them to reduce traditional fees. With regard to the policy questions raised by Treasurer Johnson, Mr. Walker said that the cooperative would be governed by a Baord of Directors with a full-time staff, thereby providing for long-term stability. On the questions of transiency, he pointed out that the housing is for married students who stay for an average of three to four years on a year-round basis--a different population mix than that of campus dormitories. He said also that a Minnesota cooperative, run along similar lines as those proposed, has been very successful. Some of its members have been advising the UMTA, thus representing experienced support which can be utilized if necessary.

Trustee Dennis asked if enough people would be involved in the actual operation to justify its being an educational experience. Mr. Walker replied that having all members involved in the actual daily managing processes would preclude efficiency. However, all members of the cooperative would have a voice in priority setting and gain from that experience.

In line with Trustee Dennis's questions about rent scales, Mr. Walker said that rents are going to be reduced this year but whether or not they will be reduced in succeeding years depends upon results of negotiations of the up-coming union contract. Mr. Horowitz pointed out that the members of the cooperative believe that rents will always be lower, under student management, than they would have been under University aegis.

Chairman Carlson said that while the negotiators had worked long and hard to produce the Agreement, further consideration should be given it before recommending it to the Board of Trustees. After extensive discussion, it was decided to submit the Agreement with revisions as suggested at today's meeting to Counsel for the Building Authority for his informal review. The Committee agreed to meet on March 2 at 2:30 to consider the Agreement, as amended, for vote.

There being no further business, the meeting was adjourned at 4:20 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

February 24, 1976; 12:00 p.m.
Faculty Conference Room
University of Massachusetts/Worcester

PRESENT: Committee and Committee Staff: Chairman Robertson; Trustee Abrams, Croce and McNeil, Mrs. Bluestone representing Trustee Fielding, Dr. Kanner representing Trustee Okin; Mr. Mehegan, recorder

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Eller, Associate Vice President for University Policy; Ms. Veith, Staff Assistant

UM/Worcester: Chancellor Bulger; Professor Butcher; Professor Hittelman, Faculty Representative; Mr. Brennan, Student Representative

The meeting was called to order at 12:30 p.m. Chairman Robertson asked first for a progress report on the University Hospital. Chancellor Bulger said that there were now thirty-five patients, which he said was more than had been expected at this point. He reiterated the plan to add beds only when the census requires it, in order to contain the deficit as much as possible. Chancellor Bulger then informed the Committee that he had asked Professor Butcher to accept the position as Associate Dean for Scientific Affairs.

UM/Worcester--Department of Laboratory Medicine

The Chairman turned next to the proposed Establishment of a Department of Laboratory Medicine at the University of Massachusetts at Worcester (Doc. T76-049). Vice President Lynton initiated the discussion by reviewing for the Committee the recent history of the departmental structure. The previous Chancellor had brought to the Committee on Faculty and Educational Policy a proposed list of departments which had numbered more than sixty. This list had been revised downward under Acting Dean Butcher and presented to the Committee as an informational item in April 1975. At that time the proposed number was twenty-eight. Of the departments on the list, only Laboratory Medicine had not been established by the Board. As a procedural matter, the Faculty and Educational Policy Committee would make the formal recommendation to the full Board, but it was felt that the Committee on Health Affairs should discuss it and advise the Faculty and Educational Policy Committee.

Chancellor Bulger explained that Laboratory Medicine has traditionally been a subunit with the Department of Pathology, but that in the last fifteen years there has been an increasing trend in medical schools toward setting it up as a separate department.

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The functions of the department would be threefold: (1) the education of medical students, (2) the development and evaluation of actual tests, and (3) the performance of the same kind of service function for the community and the state which the School as a whole was attempting to perform. These service functions would be charged to the Hospital budget.

Dr. Kanner observed that in order to train technicians for modern medical laboratories it would be necessary to acquire equipment which would permit services greater than the Hospital would need. Therefore, this provided an opportunity for useful cooperation with other state agencies. Mrs. Bluestone seconded this comment, and mentioned the varied programs to be offered at the new state medical laboratories in Boston. She added that there has not yet been the kind of conversations between the Medical School and the state which she said should take place as this program is implemented. Dr. Bulger said that this may have been the result of some of the difficulties of starting up the Hospital, and he added that such interface activities would be the responsibility of one of the new vice chancellors now being sought. Professor Butcher said he agreed with the need for this kind of cooperation, but he stressed that the primary purpose of the Department of Laboratory Medicine was the education of medical students, and that the training of laboratory technicians would be a later development.

There was further discussion of organizational details and services of the department and the effect the separation would have on the Department of Pathology. Chancellor Bulger said he saw no problem for Pathology in the separation. It was the sense of the Committee that the Faculty and Educational Policy Committee should vote to recommend approval of this program to the full Board.

University Health Programs

Mrs. Bluestone raised the issue of coordination of health programs on the several campuses. She said she had learned from a brochure that the School of Public Health in Amherst had set up a new program to train directors of state public health laboratories, which she thought was an esoteric concentration which might be unwise. She said that she thought such programs should be developed in conversation with the Department of Public Health, and added that she had little sense of the different programs available on the campuses. Mr. Lynton said he suspected this was a concentration rather than a full-scale program, and he said he would look into it. Both he and Vice President Robinson stated that one of the tasks ahead was to determine where the Medical Center goes from here, and that this would be the work of both the Health Affairs and Long-Range Planning Committees.

UM/Worcester--Hospital Management Board

The meeting next turned to the matter of composition of the Hospital Management Board (HMB) of the University Hospital. Vice President Lynton recalled that the Executive Committee of the Board of Trustees had approved the Hospital By-Laws (Doc. T76-034A)

at the January 7, 1976 meeting, which had contained the establishment of a management Board to advise the Chancellor, the President and the Trustees on policies and management of the University Hospital. Now it was appropriate for this Committee to address itself to the kinds of members the HMB should have. He said that Chairman Healey would need the names of individuals in order to appoint them with the concurrence of the Trustees at the April meeting.

Associate Vice President Eller pointed out that there would be three categories of members of the HMB: appointive, elective and ex officio. One of the issues for the Health Affairs Committee to address was the membership of Trustees. The President felt that members of the Health Affairs Committee should serve on the HMB, but there was a question of whether the Committee as a whole should be caught up with the day to day operations of the Hospital, or whether its members who serve on the HMB should work with its other members in addressing these details.

A second question, he said, was whether the Trustees would wish the eight appointive members of the HMB, which would come from outside the University, to be selected from across the state, rather than just the Worcester area. He said that it was pretty clear that there was a need for persons with experience in management of Health or related institutions. He concluded that he hoped to have both categories of persons and a process to receive names of persons to provide to Chairman Healey as a result of today's discussion.

There followed a long discussion of the types of persons needed and the skills such persons should have. Dr. Kanner proposed the following list of skills, which he said was not intended to correspond numerically to individuals: (1) account and finance, (2) personnel management, (3) management of facilities, (4) law, (5) information systems, (6) government, (7) insurance. He said that sources for persons with such skills might be (1) health institutions, (2) academic institutions and (3) government institutions. Other types of persons mentioned were a person to represent consumer interests and a person who has managed one of the many crisis center-type professionals in the Worcester area, which could be merged into one category.

There seemed to be general agreement that it would be appropriate for persons from different parts of the state to serve on the HMB. Mr. Lynton observed in this connection that a large percentage of the outpatients who use the Hospital clinics come from outside the Worcester area. Mrs. Bluestone remarked that she believed that there should be a representative of health professionals other than physicians, and Mr. Lynton explained that allied health participation is a part of the By-laws.

Differing views were expressed as to the desirability of Worcester-area hospital administrators serving as appointive members. Trustee Abrams supported such participation, while Trustee Croce and Professor Butcher expressed opposition to the idea on the grounds of possible conflict of interest.

A discussion followed on the process for the actual nomination, screening and selection of names to be recommended to Chairman Healey. Mr. Eller said that it was his sense that the Committee wished to be involved with the screening process, but he observed that this was a time-consuming process. He therefore suggested that he and Ms. Veith, working with Chancellor Bulger, perform the staff work of matching names with the capabilities desired, and that the resulting list be discussed by the Committee at its March meeting. Mrs. Robinson said that it might not be necessary for the Committee to have a common discussion of the names, and suggested that individual Committee members might comment on the names or consult with the Chairman so that by the end of March a final list would evolve which could be recommended to Chairman Healey.

UM/Worcester--Affirmative Action

Trustee McNeil asked Chancellor Bulger for information on the affirmative action plan on the Worcester campus for the hiring of faculty. Chancellor Bulger said he did not have figures with him, but said he could bring them to the next meeting of the Committee. Chairman Robertson explained that the University did have an affirmative action policy which applied to all campuses and which was in operation. Trustee McNeil replied that she understood this, but wished to know what was happening on the practical, as well as the theoretical, level. She asked whether there were blacks among the medical students, and Chancellor Bulger replied that considerable progress had been made in this area in spite of the small pool statewide and the competition from private medical shcools.

Trustee Abrams remarked that this disucssion touched on a matter which he had planned to bring up at this meeting. He observed that he had read an article in the New York Times recently which had described the high repeat rate of black medical students in their first year which was due to inadequate preparation. On this subject, he recalled that several years ago the Trustees had enacted a policy (December 5, 1973; Doc. T75-050) which called for a program whereby the University would seek out minority students in high schools and recruit them for undergraduate work at the University with the objective of eventually admitting them to the Medical School. He said he had asked Chancellor Bromery what progress had been made thus far, and the Chancellor had told him he would look into it. In view of the fact that this was a Trustee policy, Trustee Abrams said, it appeared that someone had been remiss in not carrying it out.

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Trustee Croce recalled that he had moved at a Faculty and Educational Policy Committee meeting that a pool of students be established beginning with the sophomore year of high school and that these students be coached, monitored and kept together as a group to prepare them for Medical School. Trustee McNeil said there were many minority students in high school in the Worcester area who simply would not think of the Medical School as a real alternative.

Mr. Lynton made several comments on this subject: (1) with respect to normally-prepared minority students, considerable progress had been made at the School under Associate Dean Smith, (2) the kind of program just described was not yet under way, but that Dr. Green of Dr. Smith's staff was expected to begin discussions with the Boston campus on setting up just such a program, and (3) affirmative action in recruiting students should not be confused with affirmative action in recruiting staff. With regard to the last point, he said that a high priority for the Worcester campus continued to be a full-time affirmative action officer.

Chancellor Bulger told Trustee McNeil that admissions comes under the supervision of Dr. Edgar Smith, who is balc, and that Dr. Milford Green was to be appointed in July as an Assistant Dean for Minority Affairs. He revealed that he had just signed a grant which would allow Dr. Green to go forward with a wide variety of activities along the lines discussed. It would be expensive, however, and the School would need to take advantage of the federal money which he said he believed was available. Mr. Lynton said he would look into the policy which Trustee Abrams had mentioned.

There was further discussion of details of affirmative action measures which the Medical Center is taking or might take. Following this discussion, the meeting was adjourned at 2:50 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

March 2, 1976; 2:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Dennis, Gordon, Rothenburger, Troy; Secretary Hardy; Ms. Judd, recorder

Other Trustees: Trustee Gavin

Committee Members Absent: Trustees Croce, Rowland, and Shearer

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Post, Assistant Vice President for Physical Planning; Mr. Searson, General Counsel; Mr. Lewis, Staff Assistant; Ms. Frankel, Staff Assistant

UM/Amherst: Vice Chancellor Gage

UM/Boston: Professor Matthew Gaffney, Faculty Representative

Guests: Mr. Pat Walker and Ms. Barbara Laurent, University of Massachusetts Tenants' Association; Mr. Ira Horowitz, Student Legal Services Office; Mr. Richard Brunell, Student Intern, President's Office

UM/Amherst--Management/Maintenance Agreement (Doc. T76-048A)

The meeting was called to order at 2:35 p.m. Chairman Carlson introduced the single agenda item, the Management and Maintenance Agreement with the Student Family Housing Cooperative (Doc. T76-048A) by saying that a number of suggestions had been made at the Committee's last meeting; these were reviewed by Counsel Searson and discussed with the University of Massachusetts Tenants' Association. A revised document was now the topic of discussion--one which contained the suggested language changes but maintained the principles put forth at the previous meeting. He then asked Mr. Janis to summarize the additional significant revisions which had been inserted.

Mr. Janis said that Counsel Searson, after his review and consultation with the UMTA attorney, feels that the Agreement does now constitute a proper delegation. Highlighting the changes, Mr. Janis outlined them as follows: (1) a 30-day termination has been provided, in accordance with Trustee Gordon's suggestion where there would be a five percent variance in the rental income, as opposed to the previously proposed 60-day termination provision; (2) the UMTA has agreed to make recommendations with

regard to union labor, and the University will make a good faith effort to comply with those recommendations in accordance with the existing collective bargaining agreement; (3) because of some inconsistencies and the need for further review, the rules and regulations have been separated out from the Agreement and will be the subject of further negotiation between the UMTA and the Amherst campus; (4) the contract provides that the University will have the right to make whatever inspections are necessary and that major deficiencies which remain uncorrected would be grounds for termination; (5) leases will now be between the University and the tenants, with the UMTA as managing agent, rather than between the UMTA and the tenants; (6) the fee for management will be payable monthly in advance to provide the UMTA with additional cash flow to function properly; (7) with regard to office space, the campus has agreed that suitable space will be provided, other than in the Whitmore Building as originally proposed; (8) a certified annual audit will be made; (9) failure to reach mutual agreements in any particular as provided in the Management Agreement will be grounds for termination; (10) the "hold harmless" clause, Article 30, has been revised in accordance with previous suggestions; (11) the resident agent for the University will be Chancellor Bromery who shall have all powers to make decisions proper to the resident agent; and (12) the $40,000 loan from the Resident Hall Trust Fund will be kept in a separate account. Four safeguards have thus been provided; (1) the protection of revenues, (2) bonds and insurance, (3) fiscal reviews, and (4) grounds for termination.

Chairman Carlson said that, in view of the fact that the rules and regulations will be a separate part of the document, it should be specified that the tenants are to express their concurrence not only with the Agreement itself, but also with those rules and regulations after their final formulation. Mr. Walker agreed with this idea.

In answer to Trustee Gavin's question, President Wood pointed out that while the rules and regulations were still subject to revision, the proposed Committee action would not be to approve them, but to insure that after their completion, they would be reviewed by the tenants involved.

Trustee Dennis expressed his reservation about the five percent rental variance, saying that he thought it too strict especially for the first few months of operation. Mr. Janis said that a cushion has been provided in an allowance for vacancy factors and bad debt. Chairman Carlson pointed out that this allowance was three percent; added to the five percent already stipulated, as much as an eight percent variance was allowable.

Dr. Gage said that difficulties could be anticipated in the months of July and August when there is likely to be a higher vacancy rate than normal; however, he expressed assurances

that the University would act in good faith during that period. It was pointed out that under the terms of the Agreement, termination on the grounds of a five percent variance is possible but not mandatory. Dr. Gage said that seasonal fluctuations would be taken into account before contract cancellation would be contemplated. Trustee Troy said that since the Agreement would begin during the summer, it should be treated with some flexibility during these opening months.

In response to Trustee Gavin's concern that there be some problems with approval of the rules and regulations thereby necessitating further negotiation with the Trustees, Chairman Carlson said that differences which may arise during discussions by the campus and UMTA would not negate any vote taken by the Board of Trustees. Counsel Searson added that the only approval necessary would be that of Chancellor Bromery.

With regard to office space, Mr. Walker expressed his wish for an accessible location. Chairman Carlson supported this position. Mr. Janis added that according to statute, remuneration must be made for use of the space--a subject which would have to be taken up with Chancellor Bromery.

A motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that it authorize the Chancellor of the University of Massachusetts at Amherst to execute a Management and Maintenance Agreement (as set forth in Doc. T76-048A) with the Student Family Housing Cooperative, for the management and operation of student family housing facilities at the Amherst campus; provided, that said Agreement shall not be executed until (1) it has been approved by the University of Massachusetts Building Authority; (2) a majority of the present tenants of such student family housing facilities have expressed their concurrence to this Agreement and the related rules and regulations for tenants; and (3) the Chancellor has determined that all monies now in the possession of either the University of Massachusetts Tenants' Association or the Student Family Housing Cooperative, which monies constitute rentals due to the University but which have been withheld, have been remitted to the University.

Status of Critical Needs

At Chairman Carlson's suggestion, the Committee then briefly discussed critical needs. Mr. Janis said that two aspects for consideration were (1) critical needs for this year's

second semester and (2) critical needs for next fall. With regard to the second semester needs, he said that those positions which have been approved are in the process of being filled; however, for the classified staff, in many cases union contracts provide for filling from below. A cascading effect is created when a promotion to a higher grade position occurs in that a critical need will then have to be submitted for the vacant lower grade position. This could lead to the situation of the University's having to apply for critical needs on a weekly basis. In order to manage this cumbersome problem, Mr. Janis suggested that the Committee, in its monthly meetings, give its concurrence post facto to the President's critical needs requests should these weekly actions become necessary. President Wood added that the Committee will be informed at all times as to what is being submitted. The Committee unanimously agreed to this method of operation.

Mr. Janis continued by saying that the University is beginning to make commitments for faculty hiring for the fall semester. If the critical needs process is still in effect, the Commissioner of Administration and Finance may agree to receive critical needs submissions on the basis of fall projections, along with a fiscal plan based on meeting the budget figures in House I. It may then be possible to get contingent approval of those critical needs, provided that the budget is the House I figure or better.

There being no further discussion, the meeting was adjourned at 3:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

March 3, 1976; 11:00 a.m.
Room 308, Administration Building
University of Massachusetts/Boston

PRESENT: Committee and Committee Staff: Chairman Healey, President Wood; Trustees Carlson, Croce, Gordon, Robertson, Rowland, Shaler, Spiller, and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Other Trustees: Trustees Breyer, Burack, Dennis, Gavin, McNeil, Morgenthau, Rothenburger and Mr. Callahan representing Trustee Anrig

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Post, Assistant Vice President for Physical Planning; Mr. Searson, General Counsel; Ms. Frankel, Staff Assistant for Management and Business Affairs

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Professor Marshall, Faculty Representative

UM/Worcester: Chancellor Bulger; Professor Hittelman, Faculty Representative

Guests: Susan Tehan, Executive Office of Educational Affairs; Michael Pill, UM/Amherst Legal Services Office; Patrick Walker, University of Massachusetts Tenants Association

UM/Worcester--Fund Transfer

The meeting was called to order at 11:10. Chairman Healey asked Trustee Carlson, Chairman of the Committee on Budget and Finance, to explain the first agenda item, a proposed Fund Transfer. Mr. Carlson observed that, in the opening of any new Hospital, it was difficult to foresee the amounts of basic medical supplies needed. Since the University Hospital had opened in January, the rate of depletion of such supplies as gauze, intravenous solutions, etc., had exceeded expectations. For this reason, the Medical School was requesting a transfer of funds from the 02 and 08 accounts into the 07 account. Mr. Carlson also informed the Committee that the Chancellor was presently undertaking a complete review of the account distribution and would have a report to the Budget and Finance Committee in time for the May meeting of the Board.

Ms. Tehan asked that the equipment being requested be specified, since it was not mentioned in the motion, and asked

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whether the equipment requested had been filed with the Executive Office of Educational Affairs. It was pointed out that no equipment was involved, only consumable supplies and that there was no need to file a list with the Executive Office. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and authorize the transfer of $250,000 requested by the Worcester campus to meet additional needs for the purchase of medical and surgical supplies essential for the care of patients at University Hospital. The funds to be transferred into subsidiary account 07 shall be from subsidiary account 02 in the amount of $150,000 and from subsidiary 08 in the amount of $100,000.

Revision of Trustee By-laws (Docs. T73-031, T76-051)

Chairman Healey turned to the revised By-laws of the Board of Trustees (Doc. T76-051), recalling that the Trustees had incorporated into the existing By-laws (Doc. T73-031) at the February meeting certain changes in the Trustee Committee structure. Additional adjustments in the By-laws were proposed for action at the March meeting and a copy of the revised document was provided to all Trustees in February in order to give them ample time to study it and formulate comments or suggestions. He opened the floor for discussion.

Trustee Burack thanked the Chairman for the opportunity to speak, since she was not a member of the Committee. She said she had read the draft By-laws several times carefully and had reservations about the procedure, in Article III, Section 5, for placing matters on the Committees' agendas by individuals or groups other than the recognized governance bodies. She suggested that Subsection (d) in particular was an extremely elaborate procedure, and might prove very frustrating to a petitioner. She described the procedure as a demoralizing and inefficient obstacle course, and said she would not find the procedure acceptable without modification.

Chancellor Bromery described two benefits of the Liaison Committee system set forth in Section (d): (1) it provides an orderly process for issues emanating from the campus to go through appropriate channels, including the Chancellor and the President, to the Trustees, and (2) it permits many issues which might otherwise go to the Board to be resolved on the campus.

Trustee Burack replied that she was concerned about the possibility of items being resolved without the Trustees even knowing they are issues. As it stands, she said, there is presently no access to the Board for petitioners. There might be many issues which the Trustees ought to see, but would not get the opportunity.

Trustee Spiller disagreed, saying that it would not be proper for the Trustees to deal directly with all the minute details of managing the campuses. They must deal with setting policy. Making it easier for individuals or groups to bring matters to the Trustees directly would undermine the rightful autonomy of the campus governance process.

Trustee Gordon noted that, if the issue was information, he felt well aware of what was going on on the campuses. He said he received minutes of meetings of the recognized governance bodies, and added that the unrecognized groups were not bashful about calling and mailing to Trustees.

Chancellor Golino said that if the campus administration had no mechanism by which to resolve the managerial type of issues which individuals or groups desire to bring before the Trustees, an incredible number of problems would be coming directly to the Board. He said he could share the concern that an important item might not reach the Trustees, but he thought that unlikely. He added that this mechanism afforded the administration the opportunity to reduce to matters of policy the items that come to the Board.

Trustee Gavin agreed with Trustee Burack. She said students were just now beginning to feel comfortable about bringing matters to the Trustees, and added that they would soon be bringing many matters to the Committees. The students already feel there are walls between them and the Trustees, and she said that placing a Liaison Committee between students and Trustees would simply antagonize them further. She cited the long effort on the part of the University of Massachusetts Tenants Association to bring its proposal before the Board (Doc. T76-048A; see also Trustee minutes of March 3, 1976) as an example of the difficulties of gaining access to the Board. She said she believed the paths between students and the Trustees should be kept clear.

Trustee Carlson reminded Trustee Gavin that the Liaison Committee procedure was already in effect, had been for several years, and therefore was not a new proposal. The proposal was to shift its focus from the Board agenda to the Committees' agendas.

President Wood offered some of the history of the Liaison Committee procedure. The procedure had been established as a result of a period after the Kent State-Cambodia crisis in 1970 when many groups were clamoring for Trustee access on such issues as war contracts and ROTC. The Trustees at that time were inundated by representations from campus groups of various kinds and numbers, many of which were put before the Board without even the prior knowledge of the Chancellors. The Liaison Committee procedure in no way suppresses the normal governance

process, he said, although he was aware of the time problem in using it. It does provide a mechanism for separating the issues which should and should not come to the Board, and serves to maintain the proper sequence of consideration. It was an organizing and scheduling device, not a censor.

Chairman Healey made the point that the Chairman of the Board has a great deal of discretion in these matters. He had accelerated the process in the case of the UMTA problem, he observed, when it became clear that allegations of slowdowns on the campus and even in the Trustee Committees were being made, and he had allowed the representative of the UMTA to address the Board at the February meeting. He said that he had, if anything, been too liberal in allowing matters to be sent directly to the Board, and emphasized that the purpose of the change in liaison procedure was to keep the focus on the Committee system while allowing an escape valve for unusual cases.

Chancellor Bromery pointed out to Trustee Gavin that it was through the Liaison Committee process that the UMTA proposal had come to the Board. The Committee had met and recommended Trustee consideration, thus working in favor of, rather than against, the students' interests. In response to Trustee Gavin's expressed intention to bring more issues to the Board and its Committees, he pointed out that the Student Government Association had not brought a single proposal to the Chancellor since she and Mr. Ragin had been co-Presidents. Trustee Gavin replied that proposals would be forthcoming.

Trustee Breyer said he could see that if an issue were turned down by the Liaison Committee, the Trustees might not know about it, but said he thought this was probably unlikely. He agreed with Trustee Burack that there were three levels, but said this would probably not be a problem, since the Chancellor served on the Committee along with representatives of both students and faculty. Chairman Healey remarked that all representatives on the Committee had an obligation to communicate to their constituencies. Trustee Morgenthau observed that she was being contacted by Chancellors, students, department chairmen and others with increasing frequency, and she said she knows much of what is going on by reading the campus newspapers. As an example, she said, Chancellor Golino's proposal to merge Colleges I and II on the Boston campus would soon come before the Committee on Faculty and Educational Policy, and she intended to ask Secretary Hardy to ensure that the documentation on this matter be full and even-handed. As a new Trustee, she was just learning how to use the system, she said, but she shared Trustee Burack's concern.

Trustee Troy agreed that the Chairman had been extremely liberal in allowing unscheduled representations to the Board --perhaps too liberal--and added that there had been and would

still be the opportunity for special cases to come to the Trustees' attention. But he was concerned at the idea of inviting the kind of representations which had come before the Board in the Kent State-Cambodia period. The effect of such an increase, on top of the already heavy workload, would be enough to swamp the Trustees.

Trustee McNeil expressed the view that Chancellors must fulfill their responsibilities before the Trustees inject themselves into campus issues. She asked whether the Chancellors believed the Liaison Committee system to be an efficient and effective device for the redress of grievances. Chancellor Bromery replied affirmatively. He also observed that the procedure was used only for very anomalous cases and had, in fact, been used only once since it had been established. Chancellor Golino replied that he too was concerned about the position of the Chancellors; there must be an understanding on the part of the Trustees that decisions of an operational or managerial character will remain at the Chancellor's level. He was concerned about the effect of the Trustees' looking into every unpopular decision a Chancellor makes.

Secretary Hardy pointed out that the Liaison Committee procedure begins when an individual on a campus makes a request in writing to the Secretary of the Board that some matter be placed on a Trustee Committee agenda. The Secretary then refers the matter to the Chancellor, who must convene the Liaison Committee. Therefore, she said, there was no chance of the Board of Trustees not knowing about an issue before the Liaison Committee.

Trustee Robertson said, first, that he felt adequately informed about issues, second, that there was an adequate system of referral, and third, that if a Chancellor is making the wrong decisions the Trustees should get a new Chancellor, instead of allowing groups or individuals to make an "end run" around him. He also made the point that, while abolishing the Liaison Committee procedure would permit more easy access to the Trustees, it would actually have the effect of centralizing the University further in that the top level of governance (the Trustees) would be asked to make all manner of decisions. The Liaison Committee procedure is, in fact, a safeguard for campus autonomy. Trustee Gordon strongly agreed with this analysis and cautioned against Trustee interference in matters which have received little or no campus-level consideration.

Chairman Healey repeated the minor nature of the change under consideration, and reminded the Trustees that if the new system does not work, a majority of Trustees can always change it. But he asked that it be given a chance to work.

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A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees rescind the present Trustee By-laws (Doc. T73-031) and adopt the revised Trustee By-laws (Doc. T76-051).

There was no further business to come before the Committee, and the meeting was adjourned at 11:55 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

March 23, 1976; 2:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Shaler; Trustee Gavin; Mr. Callahan representing Trustee Anrig; Ms. Kaplan representing Trustee Okin; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustees Eddy, Gordon, McNeil and Morgenthau

Other Trustees: Trustee Rothenburger

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. O'Leary, Assistant Counsel; Mr. Cahill, Staff Assistant for Student Affairs

UM/Amherst: Dr. Gage, Vice Chancellor for Student Affairs; Mr. Averill, Director of University Health Services; Mr. Fitzpatrick, Director of the Office of Residential Life

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs

Guests: Susan Tehan, Office of Educational Affairs; Richard Brunell, Student Intern on the President's Office; Students and Student Government Staff: Patrick Walker, Michael Pill, Henry Ragin, Michael Gness, Barbara Estabrook, John Hite, Lauren Perry, Jay A. Martus, Paul M. Cronin, Bob Role, Karen Kelly, Milton Kirstein

UM/Amherst--Health Services (Doc. T76-052)

The meeting was convened at 2:00 p.m. Chairman Shaler turned first to Health Services at UM/Amherst, the first component of which was a proposal to authorize a contract to establish a Health Maintenance Organization at Amherst (Doc. T76-052). He recognized Dr. Gage.

Dr. Gage asked Mr. Barry Averill to explain the details of the proposal, but first stated that a great deal of planning had gone into this proposal and that the campus administration recommended it strongly. Mr. Averill explained that the Trustees were being asked to discuss a two-part proposal: to authorize a contract for an HMO, and to authorize an optional fee which would allow the University Health Services to cover the dependents of students.

The HMO was a prepaid, comprehensive health service for University faculty, staff and their dependents, plus others

in the Amherst area. All members of the plan would pay a flat premium and would receive health care at the University Health Services in the case of faculty, staff and their dependents, or at Amherst Medical Associates, a private group practice, in the case of non-University persons.

The establishment of such a plan would make possible a further benefit: the specialized physicians who would be brought to the campus to work at the University Health Services could then provide service to dependents of students, at an optional fee. Presently, the dependents of students are not covered by the Student Health Fee because of the great cost of hiring the specialized physicians needed, particularly pediatricians and gynecologists.

In response to a question, Mr. Averill said that this was the first venture of its kind--a joint public-private, university-based health plan--in the country. The U.S. Department of Health, Education and Welfare had agreed to finance the planning and prospective implementation of the plan with almost $500,000 and many colleges and universities around the country were watching the experiment with great interest.

Trustee Gavin cited the motion passed by the Undergraduate Student Senate, which had endorsed the concept of the HMO, but which had withheld its complete support unless certain commitments were written into the plan. Among the commitments desired by the Senate were:

1. That the Valley Health Plan Inc. (the organization to be contracted with) not waive open enrollment after the first year unless demonstrated harm to the organization would result.

2. That contracts be signed with Medicare and Medicaid after the first year.

3. That a proposal be developed within one year which would set as its target financial assistance to those members of the Community who cannot afford the HMO premiums.

Considerable discussion followed on the possibility and necessity of such commitments. Mr. Averill said that Counsel O'Leary had advised him that state law would not permit non-University persons to use the University Health facilities, although this might change at a later date. Amherst Medical Associates, the private provider in the plan, does provide service to Medicare and Medicaid patients and does provide care to indigent persons in the area without full recompense.

Michael Geness, a student member of the Student Health Advisory Board, explained that Valley Health Plan Inc. had made a commitment to try to extend services to Medicare and Medicaid patients, but that there were forces at the state and federal level which VHP could not control. For example, Medicare will not sign a contract with VHP until the Plan has been operational at least a year. But the VHP had expressed the intention to make a good-faith attempt.

Discussion followed on the value of a good-faith intention. A student doubted its adequacy. Ms. Kaplan said the phrase was not to be taken lightly, and that VHP was not a fly-by-night organization. She also suggested that perhaps the VHP could be asked to put this good-faith intention in writing. She said that the Department of Mental Health had been working with the health planners of Region I and they viewed the HMO proposal with interest and favor as a forward-looking model.

Chairman Shaler reminded all present that this would be only a one-year authorization and that, before extending the authorization, the Trustees would wish to ensure that all important questions were answered. He trusted that the plan would be closely monitored in its first year. Dr. Lynton suggested that discussion take place with VHP with the object of committing its intentions to paper. He also added the strong endorsement of the plan by the Office of the President.

UM/Boston--
New Fees and
Fee Increases
(Doc. T76-054)

Explaining that the Budget and Finance Committee would consider recommending the plan at its later meeting, and that the subject was on this Committee's agenda for purposes of discussion, Chairman Shaler turned the discussion to New Fees and Fee Increases at UM/Boston (Doc. T76-054) and UM/Amherst. He reminded the Committee that this item of the agenda would also be before the Committee on Budget and Finance for its recommended action, and that the subject was before this Committee for discussion and to provide the Student Affairs Committee members the opportunity to address substantive issues relative to proposed fees. He recognized Chancellor Golino.

Chancellor Golino explained that there were two actions requested by the Boston campus: to establish a trust fund for the support of a fee-assisted summer session, and to extend the Health Services fee on the campus to part-time students.

It was explained that, although the University regards the provision of a summer session as extremely important, the Legislature will not appropriate funds to support it. The campus had supported the summer session in previous years by relying on the operating budget, but that was no longer possible in today's austere circumstances. Therefore a fee is the only way. It was pointed out that the fee proposed was competitive with fees levied by private colleges and universities.

Trustee Rothenburger agreed that there probably was no other way to finance a summer session, but he said he was concerned that this would set a bad precedent which would be difficult to reverse. This fee could limit access to many who could not afford $75 for a three-credit course. Or it could drive potential students away from the summer programs. Chancellor Golino said that UM/Boston had been unique in making the summer session free in the past, but that it can no longer afford to support it from the operating budget. He said about 500 students at UM/Boston have indicated interest in a summer session, even if a fee is charged.

Mr. Callahan pointed out that, in supporting the summer session from its regular operating budget, the University had been one step ahead of the state colleges, all of which levy a fee for their summer sessions. This action, if adopted, would simply move the University to a position consistent with public higher education generally.

Speaking then to the proposed change in the Health Services fee, Mr. Tubbs explained that part-time students would be assessed a fee equal to 50 percent of the health fee paid by full-time undergraduates, and part-time and full-time graduate students would pay a fee in the same manner and amount as undergraduates. This was a more equitable arrangement supported by the students. There was no discussion of this point.

The meeting next turned to a discussion of proposed Fee Changes and New Fees at UM/Amherst. Mr. Lynton spoke first, saying that this matter was being brought to the Committee for discussion, and that the campus was not yet ready to make a definite recommendation. All of the options presented were "possibles," therefore, and should be discussed in that context.

Mr. Lynton briefly reviewed possible fees and fee increases, and said that those of greatest interest were the $70 room rent increase--the only mandatory fee increase contemplated --and the single room premium. Chairman Shaler asked Dr. Gage to review the options.

Dr. Gage first introduced the new co-Presidents-elect of the Student Government Association, Jay Martus and Paul Cronin. Mr. Cronin was to be the new student Trustee.

After reviewing the proposed changes in the optional fees, Dr. Gage pointed out that opposition to the single room premium had been such that the idea was being restudied and was not put forth for Trustee discussion at this time.

He then distributed a document which set forth the serious problem which had developed with the management of the residence halls. He reminded the Trustees that the residence halls could not be supported by state funds, and that their

upkeep and operation had to be self-supporting. At the present schedule of renovation, a complete renovation of the forty-one buildings would not be accomplished in less than fifty years. He noted that the rationale in formulating the residence hall budgets had for several years been laid on keeping rents as low as possible, and as a result the condition of some of the buildings was growing steadily worse.

Dr. Gage said that the residence halls were in need of $25 million in capital improvements in the next five years, but he said he knew this was impossible. A reasonable compromise would be capital improvements to the extent of two renovations per year, which would permit a complete cycle in twenty years, with five refurbishments. This would amount to about $2.5 million per year. He listed other past or near-future expenses, including repairs to North Village roofs and furniture replacements.

He then listed four alternative solutions, two of which were impractical: a further reduction in costs, with its accompanying deterioration in service, and default on the debt, which would only bring about borrowing from the operating budget. The two other alternatives were: (1) a one-year $70 increase in room rent, which would raise enough money to finance another renovation, and (2) a general, inclusive fee of $125, which was disagreeable to some but should at least be considered as an alternative. Discussions of these options were to continue with students living in the residence halls, and a recommendation would be made to the Trustees later. He cited tables and graphs in the documentation, and pointed out that any figures might be altered by Legislatively-mandated cost-of-living increases, should they be enacted.

Mr. Ragin, co-President of the Student Government Association, was recognized, and he commented on the campus discussion process. He said the discussions on the fees had been carried out without the knowledge of either him or Trustee Gavin. One of the students who was involved in the discussions had reported to him that the administration had said that Trustee Gavin and Mr. Ragin could not be included in the talks.

Chairman Shaler asked if he was correct in his understanding that there was an official Student Senate Committee which dealt with rents and fees, and Mr. Ragin said that the Committee was "in transit." Mr. Martus said that he had been co-chairperson of this Committee, which had recently been reorganized by the Student Senate. Since he had served on the Rents and Fees Committee, he had continued to participate in discussions with the administration after the Committee had been dissolved. He described the fate of the Rents and Fees Committee as a partisan political issue in the Student Government Association which did not have a place at this meeting. He agreed, however, that all parties affected by this issue should have been involved in the discussions.

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Speaking to the single room premium, Mr. Cronin said that raising the rents and adding a $100 premium would have the effect of driving students off the campus, thereby further glutting the housing market in the Amherst area. He said that students would not pay that much extra money to live in a single room.

Trustee Gavin said she was offended by Dr. Gage's conviction that the only way to finance the residence halls was from students' pockets. She asked for an explanation of the fund allocations and asked whether there were reserve accounts for refurbishments and renovations. Dr. Gage replied that there were none.

Secretary Hardy and Dr. Gage both recalled that Secretary Parks had indicated during a meeting in the spring of 1975 that there might be capital outlay funds available for use in the residence hall system. Miss Tehan was asked if any investigation had been done, and she replied that she would ask Secretary Parks and report to the Budget and Finance Committee tomorrow.

Mr. Martus asked to make a presentation about the fee proposals. He said first that students were in support of most of the optional fees. He had serious reservations about three points, however: (1) the proposed single room premium, (2) the proposed $70 rent increase, and (3) the proposed general fee.

As for the single room fee, he said he understood that its purpose was to equalize the fee for single rooms across the campus. This was an idea which had occurred to both students and administration, he said, but there had not been sufficient time for discussion across the campus. Decisions of this kind should be made on a long-term basis, he said, and there should be adequate data and discussion in order to have a reasoned policy. It was pointed out by Dr. Gage and others that this fee had been withdrawn as of the moment and was not on the table.

Trustee Gavin pointed out that singles are assigned presently by seniority or need, and that this is a superior system to that of assigning a fee, which makes singles available to the more affluent.

Speaking to the $70 rent increase idea, Mr. Martus said that this would place an immense burden on students at a time when financial aid appears not to be in prospect in the amounts that had been expected. He observed that the increase was to have a one-year duration, which he said showed a stop-gap measure. He remarked that the $70 increase was tied to the general fee, which many students and administrators were concerned and in doubt about. He said that at least a year of discussion was needed to bring about a permanent, long-range solution, and that enacting the $70 increase would simply postpone the issue for another year. He called for intensive discussions and an intensive study of the alternatives.

Trustee Gavin said there should be discussion of the human dynamics which bring about the conditions in the residence halls. This was a critical issue, and she added that she believed the best way to manage dormitories would be the establishment of student-run cooperatives. Such a proposal had been made to the Office of Residential Life and had been rejected. A rent increase, she said, would simply make students angry.

Secretary Hardy suggested, in view of the extensive discussion which had taken place at this meeting, that it might not be wise to have the Budget and Finance Committee go through it all again the very next day, since it would not be receiving specific fee recommendations for action until its next meeting in April. Trustee Shaler said he agreed there appeared not to be enough information, but he doubted the propriety of influencing the agenda of another Committee. Secretary Hardy said this Committee might suggest the alteration in the agenda to the Chairman of another Committee, but that it was of course the decision of the Chairman of that Committee.

Mr. Lynton pointed out that to repeat this discussion of possible courses of action, none of which have the status of recommendations, would be redundant. After a month of intensive campus discussion, a recommendation might emerge which would then be a more appropriate platform for further discussion by Trustees.

Chairman Shaler asked Dr. Gage what he foresaw in the month ahead. Dr. Gage said he was distinctly of two minds: on the one hand, he realized that there had been insufficient discussion at the campus, but on the other hand there never seemed to be sufficient data or discussion. He said he doubted that it was possible to have enough discussion to suit all concerned. He suggested that if nothing is done in the year ahead, the campus will be three-quarters of a million dollars worse off than it is at present. He suggested that the best thing might be to go ahead with the $70 increase for one year and to continue discussions toward a permanent solution. He doubted that a month's discussion would add anything to what is already known, and added that someone, sometime would have to make a decision to run the residence halls in keeping with the mandate of the Building Authority and the Trustees.

Mr. Lynton said that the single room premium was an internal, secondary issue. The key question was whether to change the room rental structure or to postpone renovations, and he said he saw no way to postpone at least advising the Budget and Finance Committee of these alternatives beyond the April meeting. In no case could the issue be postponed for another year.

Mr. Fitzpatrick said that Mr. Martus was aware that sincere and earnest efforts had been made, in discussions

beginning in November with the student Rents and Fees Committee, to resolve this problem. He said he had come to the conclusion that it was unresolvable. The residence halls had been "run like the Penn Central" for seven years. The Trustees had approved a deficit budget year after year. The Office of Residential Life had submitted a no-rent-increase budget to the campus Budget Office which would bring the reserves down to $25,000 next year, and he said administration and students were agreed that the residence halls were in increasingly deplorable condition. The campus needs $2-3 million per year for the residence halls, he said, and he doubted that the students could pay for it.

Chairman Shaler asked that the discussion be brought to a close because no more could be accomplished at this time. He reiterated that discussions should continue on the campus in the next month.

Trustee Gavin said the students would not pay a rent increase. Therefore, there seemed little point in going back to the campus and discussing further when there seemed to be a foregone conclusion that this money would have to come from the students. She asked who would be the appropriate person or office with which to discuss a completely new approach to financing the residence halls. She said further discussions with Dr. Gage would only consist of the students saying they could not pay and Dr. Gage saying that they must. Dr. Gage said he was ready and willing to discuss any ideas which the students might have.

There was no further business to come before the Committee and the meeting was adjourned at 4:35 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

March 24, 1976; 1:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

PRESENT: Committee and Committee Staff: Chairman Carlson, Trustees Dennis, Gordon, Rothenburger, Rowland, Shearer, Troy; Secretary Hardy; Treasurer Johnson; Ms. Judd, recorder

Other Trustees: Trustee Gavin

Committee Members Absent: Trustee Croce

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Bench, Assistant Counsel; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Lewis, Staff Assistant; Mr. Post, Assistant Vice President for Physical Planning

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Averill, Director, University Health Services; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Gaffney, Faculty Representative

UM/Worcester: Professor Hittelman, Faculty Representative; Professor Susan Smith, Faculty Representative-designate

Guests: Mr. Rice, Executive Director, Valley Health Plan; Ms. Tehan, Executive Office of Educational Affairs; Mr. Cronin, Student Trustee-elect, UM/Amherst; Mr. Martus, Co-President-elect, Student Government Association; Mr. Gness, Ms. Estabrook, Mr. Katz, Student Health Advisory Board, UM/Amherst; Mr. Pill, Student Legal Services Office, UM/Amherst; Mr. Walker, University of Massachusetts Tenants Association; Mr. Fisher, Project Coordinator, Student Organizing Project; Mr. Role, Student Government Association; Mr. Ragin, Co-President, Student Government Association; Mr. Brunell, student intern, President's Office

The meeting was called to order at 1:40 p.m. Chairman Carlson began by welcoming Professor Matthew Gaffney, faculty representative from UM/Boston, and Professor Susan Smith, faculty representative-designate from UM/Worcester. Chancellor Bromery then introduced the newly-elected Co-Presidents of the Student Government Association, Mr. Jay Martus and Mr. Paul Cronin.

Turning to the first agenda item, the Management and Maintenance Agreement with the Student Family Housing Cooperative

B&F Comm.
3-24-76

UM/Amherst--
Management and
Maintenance
Agreement
(Doc. T76-048A)

(Doc. T76-048A), Chairman Carlson asked Mr. Janis to review events which had transpired since the Board of Trustees' vote of March 3, 1976 and the proposed modification of that vote. The Board's approval had been contingent upon (1) return of rent monies which had been withheld, (2) the approval by the University of Massachusetts Building Authority, and (3) the ratification of the Agreement by a majority of the tenants. At its meeting on March 10, the Building Authority indicated that it had not had enough time to study the Agreement adequately, and had decided to postpone its considerations until March 31. It is expected that their opinion will be that it is inappropriate to vote either its approval or disapproval. Therefore, in order to be consistent with the Building Authority's projected position, the March 3 vote is being amended by including section 2 (a), "the University of Massachusetts Building Authority shall have been informed of the proposed Agreement and, upon review, shall not have stated any objection thereto or disapproval thereof." Chairman Carlson said that under these circumstances, the amendment to the vote seemed to be a practical solution to the problem. He noted that the responsibility for these facilities is placed directly with the Trustees. Trustee Troy added that he thought that the action would be thoroughly acceptable to the Building Authority. A motion was made, seconded, and it was

VOTED: To recommend to the Board of Trustees (1) that the vote of March 3, 1976 pertaining to the proposed Management and Maintenance Agreement with the Student Family Housing Cooperative be rescinded, and (2) that the Board authorize the Chancellor of the University of Massachusetts at Amherst to execute a Management and Maintenance Agreement (as set forth in Doc. T76-048A) with the Student Family Housing Cooperative, for the management and operation of student family housing facilities at the Amherst campus; provided, that said Agreement shall not be executed except upon the following conditions: (a) the University of Massachusetts Building Authority shall have been informed of the proposed Agreement and, upon review, shall not have stated any objection thereto or disapproval thereof; (b) a majority of the present tenants of such student family housing facilities shall have expressed their concurrence to this Agreement and the related rules and regulations for tenants; and (c) the Chancellor shall have determined that all monies now in the possession of either the University of Massachusetts Tenants' Association or the Student Family Housing Cooperative, which monies constitute rental due to the University but which have been withheld, have been remitted to the University.

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At the Committee's last meeting, a report on personnel matters and the critical needs situation was requested. Mr. Kaplan therefore reviewed the process in which the University has been engaged and outlined four areas of concern: (1) the status of critical needs positions which have been released, (2) the controls set up by the University to ensure ability to pay for those positoins, (3) the current status of vacancies, and (4) the process intended to be used for any additional positions this year and faculty requirements for next fall. With respect to item (1), Mr. Kaplan said that the Executive Office of Administration and Finance had released 110 positions to the University; at present, roughly 2/3 of those positions have been filled or are in the process of being filled. His second point was that the campuses are in the process of developing a set of reports on the payroll expenditures of the University and will be advising the Committee and the President's Office as to any transfers which may be necessary to meet payroll requirements within this year's appropriation; these will be presented to the Board of Trustees at its May meeting. On the current status of vacancies, Mr. Kaplan said that there is presently an 18 percent University-wide vacancy rate, a significantly high figure especially when compared to the 8.3 percent rate in December, 1974 (the date the University instituted its Austerity Program). As to positions required for the remainder of this fiscal year, timetables have been set and material is expected from the campuses which would provide for critical needs justifiable both in terms of program and the University's ability to pay within current appropriations. With respect to faculty requirements for next fall, indications are that the Executive branch may not give firm commitments for the fall, since they involve budgets which presently do not exist. Preliminary figures indicate that the Amherst campus expects a 17-18 percent faculty vacancy rate in September, 1976; it is hoped that sufficient commitments can be gotten to reduce that rate to approximately 13 percent. At UM/Boston, the current vacancy rate of 10 percent is projected to increase to 20 percent in September; however, it is hoped that sufficient flexibility will allow that figure to be reduced to five percent.

Mr. Kaplan said that the critical needs process has been made somewhat more complex by the fact that the Executive Office of Administration and Finance has issued a bulletin stating that prior established procedures can no longer apply until institutions of higher education submit two reports due by April 1--the first involves a complete detailed spending plan in all subsidiary accounts, noting the surplus or deficiency in each account and the transfers expected; the second requires indications of the impact in FY 1977 of the filling of critical need positions certified in FY 1976. The University will submit this information within the required time limit.

Trustee Gordon said that he hoped that the reports would show the impact the vacancy rates have had on programs; for example, how many courses have been dropped and how the

quality of instruction has been affected. Mr. Alfange said that the Amherst campus experienced its largest enrollment to date last fall; as a result of the 120 faculty vacancies, students had to be turned away from many of the basic introductory courses. There has been a severe impact on quality in that sections had to be taught in much larger numbers than in the past. The shifting of faculty from more specialized courses at the upper division level to the introductory courses had necessitated canceling those upper level courses. Mr. Kaplan said that situations such as described by Mr. Alfange would be included as part of the University testimony on its budget.

Trustee Rothenburger said that a questionnaire had been circulated to various departments on the Boston campus; results showed that tutorial services and counseling had been affected in particular, and that some courses were dropped. Mr. Martus said that the Program Budgets Council of the Faculty Senate has been reviewing the budget process and has been developing objective criteria which will be available at the end of the year. Trustee Gordon said that he hoped that all of this information could be coordinated into a presentation for the benefit of the Executive branch and the citizens of the Commonwealth.

Chancellor Bromery added that other areas feeling the impact of fiscal stringency were (1) the library, where the acquisition rate has had to be lowered, (2) the Fine Arts Center and the Graduate Research Center, where maintenance standards have suffered, and (3) matching funds for work-study.

FY 1977 Budget Update

The Chairman then asked for a report on the FY 1977 Budget. Mrs. Hanson outlined themes which would be developed and touched on by President Wood and the Chancellors at the upcoming budget hearings. She said that considerable detail would be presented on the effects which dollar cuts and restrictive language, particularly in personnel areas, have had on the University during FY 1976. She emphasized that the sacrifices which had to be made during this fiscal year cannot be repeated next year; reserves which had to be used are gone, and there is nothing to fall back on. Further emphasis will be made on needs for FY 1977 in order to maintain a basic quality of services and programs for the current enrollment. The University has been governing itself and managing phenomenally well given the budget cuts, she said, and a strong case will be made for obtaining the full $116 million budget requested by the Board of Trustees.

Status of Ohio Land

The next agenda item was the status of land in Ohio. Treasurer Johnson reported that an agreement had been made in 1973 to sell the land to Nationwide Development Company. In January, the Company requested termination of the agreement due mainly to zoning problems for Parcel II and because they were unwilling to meet the price established by the Committee on the basis of last summer's appraisal. Another developer is

now interested in purchasing the land, and preliminary talks will begin within the next few weeks.

UM/Amherst--Health Maintenance Organization (Doc. T76-052)

Discussion then turned to the proposed Health Maintenance Organization, UM/Amherst (Doc. T76-052). Secretary Hardy distributed additional material on this subject from the Student Government Association which, according to Mr. Somers, should have contained the amendment that the demands listed are negotiable. Also distributed was the final resolution by the Student Health Advisory Board. Chairman Carlson referred to the previous day's Student Affairs Committee meeting wherein UM/Amherst students expressed several concerns about open enrollment in the plan after the first year, contracts with Medicare and Medicaid, and target financial assistance to those members of the community who could not afford the premium. He said that he believed that the contemplated implementation of the plan would take these concerns into account. He asked Mr. Averill, Director of the University Health Services, to comment on the proposed plan.

Mr. Averill said that the motion before the Committee was to allow the University Health Services to enter into an agreement with the Valley Health Plan Inc., a private, non-profit corporation, to offer comprehensive health care to those who voluntarily enroll on a fixed annual fee basis as an option to their current insurance mechanism. This would allow faculty, staff, and their dependents to: (1) choose to receive health care through the Valley Health Plan as an option to the current Aetna program, and (2) use the University Health Services' facilities. In addition, if they wish, they can seek their medical care with Amherst Medical Associates. Non-university personnel and members of the community would also have the option of joining the plan, using the facilities of Amherst Medical Associates. Students will benefit from the plan in that high-quality physicians and more specialized services would be available at University facilities, and payment on a fixed-share basis would allow for a decrease in health fees. Care for student dependents, a group which according to survey is the most underserved medically in the area, would also be an option under the plan. He added that a recent study of 200 student family groups indicates that 70 percent would like to receive their health care on a prepaid basis through the UHS, if the premium was $20-28 per month. Mr. Averill said that the projected premium for student dependents would be about $26 per month.

Trustee Gavin referred to letters written by two doctors who expressed concerns regarding scheduling and limited experience in dealing with population groups of varying ages. Chairman Carlson and other Committee members agreed that the response to those concerns by the Medical Director of the Health Service seemed satisfactory.

Chancellor Bromery said that his past fears that this type of plan would erode extant student health facilities had been allayed. He said he now thought that it would broaden the spectrum of services being offered.

Referring to the vote recently taken by the Student Government Association, Trustee Gavin said it would be desirable to have an ongoing system of review and input from students. Their basic concerns are: who will be served by this plan; what plans will be made for implementation of financial assistance to those who cannot afford the plan; when Medicare and Medicaid can be contracted with; membership on the Board of Directors of the Valley Health Plan; and possible conflict of interest within that Board. Mr. Averill responded by saying that some of these concerns were not subject to the arrangement being proposed between the University and the Valley Health Plan, which is to contract primarily to offer services through the University Health Services facilities and to offer those services to the University community. Indirectly, however, the Valley Health Plan is supported by the University, and he therefore would want to see the concerns addressed over a period of time. On the question of conflict of interest, Mr. Averill explained that during a four-month initial period, several Board members will be receiving federal grant money; the federal government, however, has discussed the situation in depth, and according to Mr. Averill, feels comfortable with the arrangement. There has been full disclosure of this to the University, the federal government and the planning councils; funds have been awarded with cognizance of the issues involved.

Mr. Rice of the Valley Health Plan said that his organization had addressed and been supportive of many of the issues expressed by the students. He said, however, that he was very wary of being in a position where a supplier is negotiating or "dictating" some of the general policy directions of the Valley Health Plan--a situation, to him, inappropriate within the relationship which is being established.

Mr. Role of the UM/Amherst Student Senate said that "dictating" was an unfair term; only recommendations had been put forward for discussion. Ms. Guttenberg, Speaker-elect of the Student Senate, said that the proposed plan was being looked at as a model by other universities, and the Senate therefore would like to see it as good a model as possible. It would like to see its concerns responded to in writing before making any endorsement. Mr. Katz of the Student Health Advisory Board said that it was his feeling that the Valley Health Plan intended to follow up on the recommendations to the best of its ability; he added that it was impractical or unrealistic to require a time limit. Ms. Estabrook, also of the Student Health Advisory Board, added that both that body and the Graduate Student Senate had unanimously approved the plan in concept.

Trustee Gavin said that it would be desirable to have concrete discussions prior to implementation of the plan rather than at a later date. Chairman Carlson said that in order for progress to be made, a relationship based on good faith and mutual trust should be established. He added that he considered the concerns to be valid ones, and the appropriate voice for them should be that of the student representative to the Valley Health Plan.

After further discussion, Dr. Gage said that his office would pledge to see that student concerns are not set aside. He considered them legitimate conceptually, but would regret seeing them included at this stage in a motion which could impede progress. He added that the University Health Services has consistently taken very seriously the advice of the Student Health Advisory Board regarding student services, and that it (the SHAB) has a legitimate role in making recommendations regarding a plan available to faculty.

After motions were made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Chancellor of the Amherst campus and the Treasurer of the University to enter into a contract or contracts with the Valley Health Plan, Inc., a Health Maintenance Organization, and Amherst Medical Associates, a private medical group practice, to establish an HMO through which faculty, staff and their dependents may receive comprehensive health care services on a prepaid basis.

VOTED: To recommend to the Board of Trustees that it authorize the administration of the Amherst Campus to extend the existing student health program to provide for the optional inclusion of dependents of students for an additional fee; provided, however, no such extension shall be implemented until the fee has been determined and approved by the Board of Trustees.

Trustee Rowland termed this action a momentous occasion for the University and wished the plan all success.

UM/Amherst--Projects No. 11 and 14 (Doc. T76-055)

The Committee then heard a report on Project No. 14, the purchase of Fraternity-Sorority Park, and Project No. 11, financing of the Campus Center and Campus Center Garage (Doc. T76-055). Mr. Janis reviewed and summarized the financial history of both projects, and outlined the proposed votes in detail. When the items were opened for discussion, Mr. Gulko responded

to Trustee Troy's question regarding a lease with the Building Authority for space in the Campus Center by saying that the intent of that action is to ensure that costs not be passed along to students in the form of a Campus Center fee.

Mr. Somers pointed out that the $364,000 expenditure for Project 14 would be coming from surplus revenue in the dormitory accounts, revenue generated by excess fee collection in dormitory rents and earmarked for refurbishing and repairs. Using that money would be "robbing Peter to pay Paul"; that is, although it would ultimately result in prevention of a Campus Center fee increase, the sum would still be taken from student pockets through increasing rent.

Trustee Dennis said that he was not comfortable in taking funds which were set aside for repairs because, at some point, those repairs would have to be made. It seemed to him that the problem would have to be contended with in the future.

Chairman Carlson said that the present situation resulted from decisions made in previous years, decisions which were valid at the time but which no longer apply with respect to the need for this space. The situation is presently complicated by the near expiration of the short-term debt rollovers. As a member of the Building Authority, Trustee Troy added that he could see no other alternative than the one proposed.

Speaking to Mr. Somers's point, Mr. Gulko said that the $364,000 land purchase money would come from the Residence Hall Trust Fund because it is currently the only source of available funds and because the overall problem is tied in with the residence hall system. He felt that the "robbing Peter to pay Paul" idea did not apply, since a critical aspect of the residence hall budget (which is under review) is utility costs, and alternatives are being sought in order to absorb these costs within the residence hall system over a three-year period without the students' paying for Project 14. Mr. Somers said that he understood that the residence halls fund was the only one which could be used, but he wanted to make clear that, as a result, a drastic rent increase could occur to finance dormitory rehabilitation.

In response to Mr. Pill's charge that the actions on Projects 11 and 14 were necessary today because of incorrect management decisions and could be used as grounds to challenge fee increases, Trustee Gordon pointed out that a decision made five years ago, based upon conditions as they were then, could not be considered a "mistake in judgment" when conditions change in the interim. He said that originally the Campus Center had been a capital outlay project; when the State did not fund it, the Student Senate was consulted and encouraged the Trustees to continue with the building, agreeing with the then known facts. The history of the Campus Center thus shows that students did agree to pay its fees.

After more discussion, motions were made, seconded and it was

VOTED: To recommend to the Board of Trustees that it request the University of Massachusetts Building Authority to take the following actions on Project 14:

(a) to finance $250,000 of preliminary expense in the bond issue for Project 11;

(b) to sell the 8.8056 acres of land on East Pleasant Street, Amherst together with Buildings and improvements thereon as recorded in Hampshire Registry of Deeds Doc 5944, Book 1600, Page 715 to the Trustees of the University of Massachusetts for the sum of $364,000;

(c) to use the proceeds of (a) and (b) to pay in full all principal and interest on any and all notes of the University of Massachusetts Building Authority that may have been issued to finance Project 14; and

(d) to thereafter forthwith terminate Project 14 in accordance with Article Twelfth of the Contract for Financial Assistance between the Commonwealth of Massachusetts acting by and through the Trustees of the University of Massachusetts and the University of Massachusetts Building Authority dated June 1, 1971.

VOTED: To recommend to the Board of Trustees that the Treasurer of the University, Kenneth W. Johnson, be authorized and empowered, acting for and in the name of the Trustees, to buy from the University of Massachusetts Building Authority a certain tract of land with buildings and improvements thereon comprising 8.8056 acres located on East Pleasant Street, Amherst, Massachusetts as described and recorded in Hampshire Registry of Deeds Doc 5944, Book 1600, Page 715 and to pay therefore the sum of Three Hundred Sixty-Four Thousand Dollars ($364,000) from funds in the Resident Hall Trust Fund account, said transaction to be in such form as approved by the General Counsel of the University.

VOTED: To recommend to the Board of Trustees that the vote of March 3, 1976 pertaining to its Project

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11 Financing request to the University of Massachusetts Building Authority be rescinded and that the following be substituted therefor:

VOTED: That a request be made to the University of Massachusetts Building Authority to undertake permanent financing for Project 11 (Campus Center and Campus Center Garage) at available rates for a total of $21,635,000 including refunding the present notes ($21,030,000), capital improvements ($205,000), Building Authority preliminary expense ($250,000) and financing expenses ($150,000); and with respect to the preliminary expenses, further to recommend that the University agree to enter into a lease with the University of Massachusetts Building Authority for space in Project #11 for an annual amount equal to that portion of debt-service attributable to the amortization of the aforementioned preliminary expenses.

UM/Boston--Babette Schiller Spiegel Memorial Fund (Doc. T76-053)

The next agenda item was the Establishment of the Babette Schiller Spiegel Memorial Fund (Doc. T76-053). Treasurer Johnson said that the fund was intended to support educational programs for law offenders. Upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to establish the Babette Schiller Spiegel Memorial Fund for the purposes set forth in Trustee Document T76-053; further that the Chancellor of the University of Massachusetts at Boston be designated as the officer of the University to act in consultation with the Advisory Committee as more particularly set forth in said Trustee Document.

UM/Boston--Media Center Trust Fund (Doc. T76-057)

On the subject of the Media Center Trust Fund (Doc. T76-057), Chancellor Golino said that in view of the past two years' activities, it has become clear that the Media Center has the potential of performing services for not only the educational program at UM/Boston but also for the community, other campuses of the University, and other public and private institutions. Mr. Janis added that the Media Center has been funded by the state in the past; under the trust fund, production services would be paid for by outside contracts, and the academic services would be paid for with state funds. Trustee Rothenburger said that he was aware that there are students who want to become involved in the Media Center and that it could become a means of

satisfying some educational goals. A motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that the Treasurer of the University be authorized to establish a Media Services Trust Fund for the Boston campus, said trust fund to consist of fees, charges or rentals assessed for use of equipment or facilities of the Media Center at the Boston campus in connection with contracts made for production and related services, and available overhead payments and any other monies made available for the purpose by gift, grant or bequest; funds held in such trust fund may be disbursed for repair and maintenance of equipment at said Media Center, for the purchase of supplies, furnishings and additional equipment, for salaries and other remuneration of personnel engaged in production services at the Media Center and for related expenses, all as more particularly set forth in Trustee Document T76-057.

UM/Amherst, UM/Boston--Establishment of General Summer Session Trust Funds

Turning to the Establishment of General Summer Session Trust Funds for UM/Amherst and UM/Boston, Mrs. Hanson said that in the past the University had been able to include summer session funds in its Operating Budget. Due to fiscal stringency, the campuses were faced with either discontinuing the summer sessions, offering them on a fee-assisted basis, or cutting back regular academic year programs. The proposed fee-assisted program would have the direct cost of instruction borne by the student, while other costs would be borne by the state. This structure would keep the fees as low as possible. Mr. Lynton pointed out that not only is the immediate shortage of funds involved, but also the unwillingness by the state to underwrite a basic instructional responsibility of a state university or college.

Chancellor Golino said that the campus came to the conclusion of offering the session on a fee-assisted basis reluctantly; the only other choice would be not to offer the session. Trustee Troy said that the Committee on Faculty and Educational Policy had discussed the issue previously and supported it. In answer to Trustee Dennis's question about past fees, Mr. Alfange said that those collected had gone to the state. He added that whereas other institutions see the summer session as a possible means of gathering revenue for the academic year, the University has to drain off resources from the academic year. The state, said Mr. Lynton, funds only those students enrolled during the normal academic year.

Trustee Rothenburger said this fee escalation could result in attracting students who would normally go to more

expensive summer schools. Trustee Rowland hoped that this would be looked at carefully when students are selected so that University of Massachusetts students would not be excluded. Both Trustees requested that a student profile be done at the end of the first session to show what institutions attendees had come from. Trustee Gordon also voiced his desire for a complete review of the program and its impact. Trustee Rowland added that the campus administrations should consider charging a higher fee for non-University students.

Upon motions made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to establish a UM/Boston General Summer Session Trust Fund to be used to implement a fee-assisted summer session at said campus. The Trust fund shall be used for the collection of the course fees established by the Board of Trustees and for the payment of all direct instructional costs of the summer session program; further, to recommend to the Board of Trustees that it direct the administration of the Boston campus to conduct a review of the said fee-assisted summer session and to report back to the Board in the fall of 1976.

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to establish an Amherst campus General Summer Session Trust Fund to be used to implement a fee-assisted summer session at said campus. The Trust fund shall be used for the collection of the course fees established by the Board of Trustees and for the payment of all direct instructional costs of the summer session program; further, to recommend to the Board of Trustees that it direct the administration of the Amherst campus to conduct a review of the said fee-assisted summer session and to report back to the Board in the fall of 1976.

UM/Amherst, UM/Boston-- New Fees and Fee Increases

The next topic involved new fees and fee increases for the Boston and Amherst campuses. Chairman Carlson said that the discussion at yesterday's Committee on Student Affairs meeting made it evident that additional dialogue is necessary on the Amherst campus insofar as the proposed new fees and proposed fee increases are concerned. He explained that the Committee on Budget and Finance would be receiving specific recommendations for action at its April meeting. The proposed fees are tentative and still under study at the campus. Since these had been extensively discussed at the Student Affairs Committee meeting the

day before, it was agreed that further discussion would be needlessly repetitive. The Committee had desired early indications of any fee increases as a matter of information at this time. Financial aid and the waiver policy will also be discussed in April. Chancellor Bromery emphasized that the proposal for a rent increase has not yet been approved at the campus level and reiterated Chairman Carlson's statement that considerable further discussion is needed.

UM/Boston--
FY 1977 Trust
Funds and Fees
(Doc. T76-054)

Chancellor Golino explained that the Boston campus was seeking a health service fee for part-time undergraduate students in the amount of 50 percent of that charged to full-time students; in addition, graduate students would pay the same fee as full-time undergraduates. In answer to Trustee Dennis's question, Chancellor Golino said that the 50 percent rate was established because it was felt that part-time students were not so likely to use the health services as often as full-time students. Another rationale is that by charging only half of the regular fee, the campus's commitment to encourage attendance by part-time students would be enhanced. Trustee Rothenburger suggested that the action be subject to review at the end of its first year at which time it could be decided whether or not to make the fee optional.

A motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that commencing with the 1976-77 Academic Year, all part-time graduate and undergraduate students at the University of Massachusetts at Boston be required to pay a health service fee in the amount of 50% of the health service fee required of full-time students; further, that full-time graduate students be required to pay the same health service fee required of full-time undergraduate students; provided, that the aforesaid fees shall be authorized for the 1976-77 Academic Year only, and that the administration of the Boston campus be directed to review the said fee and to report to the Board no later than its April meeting, 1977, on the feasibility of having said fee optional for part-time students.

It was also

VOTED: To recommend to the Board of Trustees that it establish a course fee for the summer session at the Harbor Campus at the rate of $25.00 per credit hour.

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Executive Session

At 3:45 p.m., at Trustee Rowland's request, it was

VOTED: To enter executive session.

At the conclusion of the executive session, the meeting was adjourned at 4:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

March 31, 1976; 9:30 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Rowland, President Wood; Trustees Breyer, Clark, Rothenburger, Spiller; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Absent Committee Member: Trustee Carlson

Other Trustees: Trustees Morgenthau and McNeil; Mr. Colby representing Trustee Winthrop

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Post, Assistant Vice President for Physical Planning; Mr. Bench, Assistant Counsel

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Chappell, Acting Dean of the Graduate School; Mr. Spielman, Dean of the School of Food and Natural Resources; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Marshall, Faculty Representative; Professors Blackwell, Hart, Patterson and Schiavo-Campo

Guests: Ms. Susan Tehan, Executive Office of Educational Affairs; Mr. Kirstein, Student Trustee staff, UM/Boston

University Field and Research Stations

The meeting was called to order at 9:30 a.m. by Chairman Rowland, who welcomed visiting Trustees and members of the UM/Boston faculty as well as other guests. Chairman Rowland then said that she was reversing the order of the agenda in order to initiate consideration of the field and research stations of the University, which had been on the Committee's intended agenda for some months, before turning to the matter of the merger of Colleges I and II at UM/Boston.

As President Wood had indicated in his memorandum to the Committee, she said, the effective use of the University's research and extension stations had long been a topic of interest and concern. Chancellor Bromery was present to speak briefly about some of the programs and issues connected with the field stations, which would be a recurring topic on future Committee agendas.

At Chairman Rowland's request, President Wood presented a brief history of the development of the "camps, posts and

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stations" of the University, which he said had begun with the "land grant" extension work established as a result of the Morrill Act over a hundred years ago. The field stations represent the land grant character of the University, he said, originally providing the results of research to farming communities, and more recently expanding their efforts to encompass the general area of food technology and food production.

The University, he said, had historically maintained these research installations to assist the agricultural industry. In the 1960's, when the University built strength in the liberal arts and sciences, agricultural programs were held at a steady state. Today, food technology is again recognized as a prime national resource and the potential of these stations should be looked at in the coming months. The President suggested that with Dean Spielman's retirement and the forthcoming appointment of a new dean for the School of Food and Natural Resources, this is an appropriate time for placing this item on the Trustee agenda. In these times of limited resources, he said, it is important to answer three questions: 1) What should the budgetary priorities of these stations be? 2) What is the internal rationalization for their existence? 3) What is the potential for increasing their use for instructional activities, such as the University Without Walls and other "off-campus" programs?

Chairman Rowland then asked Chancellor Bromery to comment. He said the field stations provide research, teaching and service functions as well as extension work. Their activities range from research on cranberries and apples, dairy products, cattle and poultry to inner city programs such as teaching welfare recipients how to provide more nourishing meals on a limited income. Among the stations administered by the Amherst campus, he said, were the South Deerfield Agricultural Experiment Station, the Belchertown Horticultural Research Center, the Waltham Field Station, the Aquacultural Engineering Laboratory in Wareham, the Cranberry Experiment Station in East Wareham, and the Gloucester Marine Station. He said the Committee might be interested to know that the Marine Station had been instrumental in alerting the area to the menace of the "red tide." Chancellor Bromery then asked Mr. Spielman, Dean of the College of Food and Natural Resources, to explain the activities of each station.

Dean Spielman stated that the College of Food and Natural Resources, which consists of fourteen departments, conducts four major programs: resident instruction, extension services, research, and public service activities. The research program consists of the agricultural experiment stations, which encompass all of the facilities and all of the departments of the College. Research is carried on in various departments as well as in the "off-campus" facilities.

Agricultural Experiment Station

The first station mentioned by Dean Spielman was the facility at South Deerfield, the Agricultural Experiment Station, which he said could more accurately be called the "college farm." This facility of some 363 acres was purchased in 1961 so that the animal facilities and the agronomy field plot work could be removed from the Amherst campus. About a thousand students utilize this facility, including those at Stockbridge School. It is a teaching and research facility for both graduate and undergraduate students, and veterinary science is a major operation there. About ten to twelve faculty members are connected with the facility. The budget, this year approximately $255,000 (supplemented by federal funds), is primarily for personnel services.

Dean Spielman said that although the Aquacultural Engineering Laboratory had originally been administered by the College of Food and Natural Resources, it was now under the direction of the School of Engineering.

Cranberry Experiment Station

The Cranberry Experiment Station, he said, was established in 1909 at the request of the cranberry growers. There are seven faculty there and about fifteen non-professionals. The budget this year approximated $253,000 and was supplemented by federal money and research grants as well as money from the cranberry industry. In addition to cranberry research, research is done on environmental problems such as water quality. The development of the cranberry juice industry was the result of research done by the University, and new uses for the pulp are being explored. The pulp is, at the present time, primarily used as feed for livestock. Dean Spielman said that because of the limited budget, the University had not had the resources to fully utilize the facilities at this station. However, he hoped this station might become a general research and development station on environmental problems for Southeastern Massachusetts.

Horticultural Research Center

As a result of interest by the fruit growers in the Commonwealth, money was contributed by them to purchase the land for the Horticultural Research Center in Belchertown, with the understanding that fruit research would be done there. The station is devoted primarily to teaching and research, but includes apple storage. Approximately $100,000 in state funds is provided for this facility, as well as varying amounts of federal funding. About 425 students use the center and about ten faculty members are involved in activities there.

Waltham Field Station

The Waltham Field Station was established in 1916. At the present time there are eleven faculty members at the station and one nonacademic professional. The program is concerned with providing research and educational services for the commercial vegetable and flower growers in Eastern Massachusetts, research for the shade tree wardens and commercial arborists, and the facility also serves as a diagnostic laboratory for the poultry

industry. This year the University received for this facility approximately $400,000 in state funds as well as about $200,000 in federal funding. In addition to the services provided for commercial interests, a good portion of the time at the station is devoted to serving urban and suburban homeowners. For example, last year there were 267 meetings attended by 19,000 people. In the home horticulture department, the staff answered 2600 letters, 32,000 telephone calls, and had 16,000 visitors. They conducted 18,322 soil tests, about half for commercial growers. They diagnosed 20,858 diseased birds and poultry and provided 1,342 samples of vaccine to the poultry industry. His long-range plan, said Dean Spielman, was to transfer the more basic and scientific research faculty to UM/Amherst as space becomes available and to use the Field Station primarily for problem-solving and applied research for homeowners and industry.

Trustee Spiller expressed regret that these good programs suffer financially because of low visibility, and said he hoped it would be possible to give more attention to the problems in this area of University activity, which have been neglected.

Chairman Rowland said that the majority of people in the Commonwealth were unaware of the amount and variety of services provided by the University and asked that the campuses provide more of this type of information to the Committee. President Wood suggested that the Amherst campus provide a policy memorandum on the process, development and long-range potential of these stations, as well as other possible utilizations of the facilities.

Chancellor Bromery said that information could be provided on the extension services as well as on the Marine Station, on which there had been no time to report at this meeting. Chancellor Golino said that he would be happy to provide information on the Nantucket station. Mr. Colby added that Commissioner Winthrop was very much interested in the agricultural field stations, as it was his goal to increase agricultural production in the Commonwealth and he has developed a policy for the Commonwealth to this end. Since the Department of Agriculture is a regulatory body, it has no authority to carry out programs of research or production, and the future of these experimental stations would be of particular interest to the Commissioner.

Chairman Rowland offered her apologies to Dean Spielman for being able to allot only a limited time to a discussion of the field stations and indicated that the Committee would return to further discussion of this topic in the late summer or early fall.

UM/Boston--Proposed Merger of Colleges I and II

Chairman Rowland then turned to the second item on the agenda, a request by Chancellor Golino for authorization to merge the two liberal arts colleges of the University of Massachusetts at Boston. She said that a considerable amount of material

addressing the several issues raised by the proposal had been circulated to the Committee. She stated her belief that the Committee had a rather special mandate in this matter. Its responsibility was not to debate the academic, administrative or budgetary wisdom of the proposal, but to reflect and comment on the degree to which the proposal is consistent with the explicit enrollment guidelines and development priorities for the Harbor Campus recommended by the Committee and adopted by the full Board of Trustees in August, 1975.

Before opening the discussion, she said, she would like to comment briefly on the evolutionary nature of master planning within the University. There was a certain rhetorical tendency to refer to the master plan of the Boston campus as if it were both immutable and heaven-sent in the manner of the Ten Commandments. A thorough search by the Secretary's Office had failed to unearth any formal approval by the Trustees of the rather sketchy academic master plan on which Sasaki Dawson based their site plans for the campus. She said the Sasaki Dawson plans already reflected a rather important change initiated by the campus director of planning, which had changed from 3,000 to 2,000 the number of graduates assumed to be in each college.

The assumption of the "cookie cutter" plan of identical liberal arts colleges, she recalled, was further modified in 1971 by the proposal and adoption of the idea of a College of Public and Community Services. This college also marked a major departure from the assumption of colleges of identical size. The beginning of College IV as a College of Professional Studies was a further evolutionary break from the ideas of the founding fathers of the Boston campus, and she reminded the Committee that the enrollment guidelines adopted by the Committee and later by the Board differ in a number of significant respects from the assumptions implicit in the academic master plan of 1968. This, she said, is exactly as it should be. It is the purpose of master plans, she said, to serve as a context for effective educational decision-making, not to serve as a strait-jacket within which educational development must be confined. Therefore, she hoped the Committee would consider the proposal by Chancellor Golino, not in terms of its correspondence to some original charter, but rather in terms of its effect on the currently established priorities and guidelines for the development of that campus. Chairman Rowland said the Committee was not being asked to take a vote, but expressed the hope that the nature of the discussion might be conveyed to the members of the Committee on Faculty and Educational Policy, who would be meeting immediately following adjournment of this Committee and who would be considering the same proposal from the point of view of its implications for the educational policy and program.

Chairman Rowland then called upon President Wood, who said that at the time the two colleges were originally split, there had been considerable difference of opinion as to whether

the colleges should be divided. At that time, he said, he had endorsed the campus decision, but had written a memorandum outlining reservations on his part. He said his memorandum to the Trustees stated his position on the matter.

Chairman Rowland then called on Chancellor Golino, who presented his reasons for proposing the merger. He said that when he came to the University, the campus was trying to do everything for everybody. The New Directions Committee had been established to develop the general thrust of the campus. Out of its report came the Board of Trustees policy guidelines for the campus in the fall of 1975. He had come to the conclusion that in order to accomplish these goals, it was necessary to strengthen the academic thrust by coordinating efforts and consolidating resources of the campus. He said he did not feel the goals anticipated at the time of the split of the two colleges had been realized, and he now thought the resources could be best utilized by the merger of the two. He felt strongly that as a University campus, UM/Boston should develop selected graduate programs, especially to serve graduates of UM/Boston. He said he was also committed to the extended-day program and maintaining access for those students who might not otherwise get higher education. He said today there is no extended-day program and few part-time students. Only through more effective utilization of resources can this program be realized. Some programs are currently combined, others would like to combine, he said, and some of the same subjects are taught by the two colleges. The structure of the campus, he said, had made difficult the provision of effective programs for student services. He said that financial aid had had to be centralized. He concluded by saying that it was his belief that the merger would be in the best interests of the students.

Chairman Rowland asked for comment by the Committee, and Trustee Spiller said his major concern was the effect of the merger on students. As long as student services were not adversely affected and that as long as there was not a major thrust toward graduate programs, which is not what the Trustees intended, he felt the merger was desirable.

Trustee Clark stated her concern that student services be maintained and improved. She said that extended-day programs were badly needed and that she had hoped these would have developed more quickly. The Kennedy Library and the State Archives would undoubtedly mean there would be more resources for graduate work, but she did not want to see graduate programs increase at the expense of undergraduates. Trustee Rothenburger said that the students were concerned that the merger might mean a thrust toward graduate programs with a cutback in undergraduate student services. He said that if students were assured that counseling services and undergraduate studies would not suffer from the merger, then he felt they would not be opposed to it.

Trustee Breyer said the issue seemed to be whether the merger was in line with the long-range goals for the campus. He said that he was in favor of smallness, but in this case, he did not see that there was a choice. Mr. Callahan indicated that growth and access were the transcending factors and that the Committee was committed to both, as well as to limited development of graduate programs. He said that student services should get first priority in the implementation of the proposed merger. Trustee Rothenburger urged that both faculty and students be involved in the implementation process in order to make sure that student services were not cut. Trustee Breyer observed that the merger was not a retreat from established policy, but merely a thrust toward departmental centers rather than two groupings. Chancellor Golino emphasized that the proposed merger was not an attempt to do away with the idea of smallness.

Chairman Rowland asked Professor Marshall, the faculty representative, to comment. Professor Marshall said that the faculty was deeply divided on the issue of the merger, a subject she will discuss at the meeting of the Faculty and Educational Policy Committee to follow. On the subject of student services, she said, not many steps had been taken until the time of the Gage report. Attractive results had occurred in the college setting with regard to student services and the building of skills. In College I, she said, the faculty had made a great effort to become involved and the result was that services were tied to programs. The programs in the two colleges, she said, were quite different and the support services for students would differ.

Trustee Morgenthau asked what changes would occur in student services with the merger. Vice Chancellor Tubbs responded that for the past two and a half years he had been trying to get agreement on a structure for student services without success, but with the knowledge that a merger would be proposed, a committee had finally developed a proposal for student services under a merged plan. Up to now, he said, counseling had been done on an ad hoc basis. A committee of faculty, students and administrators are currently working to determine how counseling services should be administered. Chairman Rowland added that counseling services would be an item on the agenda of the Committee on Student Affairs when it meets in May and that the Board of Trustees is very much concerned that there be an improvement in student counseling services.

In response to Trustee concerns about specificity of plans, Chancellor Golino said that he had been reluctant to elaborate plans of the merger prior to action by the Trustees on his proposal because it seemed presumptuous. He reiterated that it was not his purpose to change any goals or policies, but simply to find the best way to achieve them.

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Trustee Rothenburger asked if it would be possible for the Long-Range Planning Committee to recommend to the Committee on Faculty and Educational Policy that a campus committee including students as well as faculty be established which would be involved in the planning for the merger. Chairman Rowland said that since Trustee Breyer is also a member of the Committee on Faculty and Educational Policy and since Trustee Rothenburger would be attending that Committee's meeting, they could report the consensus of the Long-Range Planning Committee. Trustee Clark further recommended that it be conveyed to the Committee on Faculty and Educational Policy that the Committee on Long-Range Planning believes that the priorities established by the Board of Trustees are adhered to by the Chancellor's proposal and that the continuation and improvement of student support services be of the highest priority with the implementation of the merger.

Mr. Callahan suggested that the recommendation also include a statement that if the merger goes through, student services be the point of concentration. It was the consensus of the Committee that the recommendations of Trustees Clark and Rothenburger and Mr. Callahan be accepted.

There being no further business, the meeting was adjourned at 11:00 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

March 31, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Morgenthau, Shaler, Mrs. Bluestone representing Trustee Fielding, and Mr. Colby representing Trustee Winthrop; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustee Gavin

Other Trustees: Trustees Anrig, Clark, McNeil and Rothenburger

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Bench, Assistant Counsel; Mr. Cooley, Assistant Vice President for Analytical Studies; Mrs. Wolfman, Assistant Vice President for Academic Programs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Bischoff, Associate Provost; Mr. Chappell, Acting Dean of the Graduate School; Ms. Craig, Acting Associate Dean of the School of Education; Mr. Fischer, Acting Dean of the School of Education; Mr. Gulko, Budget Director; Professor Mellen, Chairman of Special Committee on the Future School of Education; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Marshall, Faculty Representative; Professors Blackwell, Brown, Hart, Patterson, and Schiavo-Campo

UM/Worcester: Professor Hittelman, Faculty Representative; Professor Smith, Faculty Representative-designate

Guests: Mr. Callahan, Department of Education; Milton Kirstein, UM/Boston Student Trustee Staff; Ms. Susan Tehan, Executive Office of Educational Affairs

UM/Boston--Merger of Colleges I & II

The meeting was called to order at 11:00 a.m. The first item of business was a proposal of the Chancellor of UM/Boston for the Merger of Colleges I and II. President Wood spoke first, reporting that the Committee on Long-Range Planning had discussed this proposal at its meeting just previous in the context of the long-range enrollment guidelines (Doc. T74-105) and the Statement of Priorities (Doc. T75-167) adopted for the Boston campus by the Board of Trustees. The Committee had asked Trustee Breyer to report to this Committee on the discussion. The President continued that Chapter 75 provided that the Trustees had

a non-delegable responsibility to pass on such issues as establishment and abolition of colleges, schools, etc.

The President observed that, unlike the procedure by which the college division had been authorized in 1971 and 1972, the consultation of the campus had been carefully conducted prior to the request of the Chancellor to bring his recommendation to the Board. President Wood said he had reviewed his position as of the time of the split, and indicated that he supported the Chancellor's proposal. He then deferred to the Chancellor.

Chancellor Golino reviewed the reasons for his proposal. He said he believed that a college system on the Boston campus was essential to the proper service of the diverse clientele the campus endeavors to serve. In that spirit, the three-pronged thrust of the system was (1) programs in liberal arts, (2) programs in professional management, and (3) programs in public and community service. A critical question, he said, was how to best serve the needs of students in an effective manner when resources are less abundant than in the past. He said he had come to the conclusion that the division of the liberal arts component into two Colleges was detrimental to the goals of the campus, and was tending to fragment academic activities which should be as well-coordinated as possible.

The Chancellor said that, although he did not view the fiscal and administrative arguments as overriding, they were real and worth considering. Resources were not being used as best they could be at a time when administrative effectiveness was sorely needed. The administrative picture was confusing, and there was a high degree of redundancy.

Chancellor Golino observed that there were actually only a few departments that were split; only eleven disciplines out of 33 academic units on the campus. One of the eleven, mathematics, had recently received Assembly approval for reunification, while biology was experiencing some ambivalence. Only a small number of departments are emphatically against reunification.

He stressed that the split presented an almost insurmountable obstacle to Trustee-mandated extended-day programs, because the split departments do not have the critical mass to mount programs for an extended day. Neither of the seven-member departments of political science, for example, could offer extended-day programs on its own.

The split was also harmful to the Division of Student Affairs, said the Chancellor. The separate Colleges impeded the best utilization of counseling and support services. In some

cases, course enrollment limits had been carried out on a College basis, and he said he did not believe, if enrollment in courses was to be limited, that it should be done on this basis.

Chancellor Golino recalled that when he had come to the campus in 1973, he had had serious reservations about the effectiveness of the split liberal arts component, but that he had felt that it would be best to give it a chance to work. The split was now four years old, and he was still of the view that it was a detriment to the realization of the campus's mission.

He observed that some have said that the reunification of the liberal arts component would divide the campus. He said, however, that the campus was already deeply divided. In fact, when he had been interviewed for the position of Chancellor by the Search Committee, he had been warned that this was a campus with serious divisions about which he would need to exercise leadership as Chancellor. He said he may even have waited too long. In any case, he believed that he had not moved too fast in initiating this discussion and in making his proposal, and he concluded that the reunification of the two Colleges would establish a structure that would bring a greater cohesion to the campus and facilitate the realization of the mission and goals of the campus. As a point of information, he added that he had worked out an implementation plan, but felt it presumptuous to put it forward before the Trustees had expressed their judgment as to the concept.

Trustee Breyer reported for the Committee on Long-Range Planning at the request of Chairman Troy. That Committee had discussed the proposal extensively from the perspective of the Board policies on enrollment guidelines and program priorities. It had taken no position with respect to the proposal as that was regarded as the role of this Committee, but had felt strongly that, if there is to be a merger, student needs and interest should receive surpassing attention, that the long-range plan for selected graduate programs should not be affected one way or the other. Another point of discussion, said Trustee Breyer, had been the question of student loyalties. One of the points made, though admittedly this was not a point without controversy, was that a merger might facilitate departmental loyalties of students.

Mr. Callahan laid special stress on one of the points made by Trustee Breyer, that if the Committee on Faculty and Educational Policy sanctions the merger, optimal protection should be afforded the interests of students.

Chairman Troy next called on Professor Marshall. Professor Marshall said she was in a difficult position because, although she personally opposed the merger, the UM/Boston faculty was almost evenly divided. Therefore faculty members with views

on both sides were at the meeting to make presentations. There was deep division on this point, she said, and unity was needed to avoid damaging effects on the students. She offered the Committee a history and profile of the liberal arts fission.

While she had always thought that the split-College system was an attractive way to serve students in an urban university, the system had suffered from the beginning with a starvation diet. There had never been an explanation of the concept in the catalogue, there had been no recruitment of students on a College basis and students have, until this year, been assigned to the two Colleges at random. So she agreed that the system had never functioned very well, although the concept she regarded as attractive and positive.

Despite the problems, however, the divided Colleges had achieved much: the diversity of programs had been increased, the support of students for the sister Colleges had been increased, interdisciplinary programs had been facilitated, and there were many benefits which should not be undone lightly. She described three faculty concerns. First, that the commitment to smallness, which was at the heart of the concept, should be safeguarded. While the concept had had problems, these were mainly due to poor, uncoordinated planning. Second, that the proper procedure had not been followed by the Chancellor. The faculty did not view the consultation process as exhaustive. Third, that there had been insufficient planning. The faculty had not been aware that the Chancellor had a plan for implementation, and she believed that such a plan should be discussed prior to a decision on the concept of the merger. The accomplishment of the change-over would be difficult and time-consuming at a time when the Boston campus would be subject to an accreditation visit by the New England Association of Schools and Colleges.

Professor Schiavo-Campo, faculty co-Chairperson of the UM/Boston Assembly, reported on the results of the referenda among students and faculty. The results of the faculty referendum had been: for the merger, 158; against the merger, 162. The results of the student referendum had been: for the merger, 239; against the merger, 1, 281. Trustee Morgenthau asked what the legal implications of these votes were, and Professor Schiavo-Campo offered the view, based on his understanding of the Trustee-approved University Constitution, that a Trustee vote should be conditional on the approval of students and faculty.

At the request of the Chairman, Assistant Counsel Bench stated that he had studied the Governance Statement (Doc. T73-098) and the Assembly Constitution and had found nothing in either document which would prevent Trustee consideration of the Chancellor's recommendation. He stated that the matter was to a large degree a "planning" issue which would be the primary responsibility of the Chancellor, but that there would inevitably be consequences with respect to curricula and academic personnel

matters, in which the faculty has been assured a voice. The issue of the merger could not be clearly stated to be either wholly a planning matter or wholly an academic matter, but the faculty referendum appeared to be the appropriate forum for the expression of faculty views as required by the Governance Statement.

At any rate, the establishment or consolidation of schools or colleges must be considered by the Trustees, since this is a non-delegable power under Chapter 75 of the General Laws. Therefore, this issue is appropriately before the Trustees.

Chairman Troy recognized Professor Blackwell, who spoke in favor of the merger. Professor Blackwell said he had opposed the College split in 1972 as precipitous and irrational. It was his view that any structure should be best suited to the needs and interests of students, and should facilitate the interests of faculty research, growth and development. He observed that only seven of 22 disciplines are now divided. It would be possible to maintain interdisciplinary programs and diversity within disciplines in a departmental structure; this takes place in many universities within the country. Further, he pointed out that interdisciplinary programs on the Boston campus had preceded the two-College split and could continue. He agreed that extended-day programs were a serious problem because of the difficulty of achieving a critical mass of faculty with split departments.

Professor Blackwell continued that he believed that graduate programs on the Boston campus were a necessity if it were to become a first-rate urban university in eastern Massachusetts. A merger would facilitate these programs.

Another serious problem, he said, was the barriers which the split-College system erected to student access. Cross-registration has been a problem, so that not all students on the campus can receive equal access to all programs.

Chairman Troy next recognized Professor Hart. Speaking of division, Professor Hart said, he himself had felt deeply divided about this issue, and had only this past week made up his mind. At this point, he had become convinced of two things: First, that the liberal arts structure was in need of reform, and he was in agreement with much of what Chancellor Golino had said. He said, however, that there seemed to be a confusion between reunification of departments and reunification of Colleges. He was not convinced that the two ought to be tied together. Second, while he agreed that reform was needed, he had come to the conclusion that the proposal before the Committee did not represent the most efficient way to go about it. Indeed, there was reason to fear that this proposal might well destroy

the liberal arts fabric as it exists, not to mention undoing several years of strenuous and uncompleted work.

Professor Hart then addressed several of the issues which had been raised. As to the expectations for reduction of costs, he said he hoped that the Committee had had an opportunity to read, not just the Fenstermacher report, but the several critiques of that report which pointed to substantially lesser savings. The costs to be reduced, whatever they are, should be measured against the countervailing cost in time and effort over the next few years.

He next observed that the development of a selected graduate program should in no way be impeded by the maintenance of the split-College system. He said he supported such development, but felt that it should and could be intercollegiate in character.

As for fears of harm to extended-day programs by the continued existence of a split-College system, Professor Hart pointed out that the chairmen of College I had already endorsed an extended-day program for next year, and the difficulties of a year or two of reorganization might actually serve to delay these programs.

Addressing next the question of the academic logic of the division, Professor Hart said that it makes more sense every year. To arbitrarily end the developing diversity of several years would be to end overnight one of the most promising curricular evolutions in American higher education, which would be a tragic waste. In his memorandum of February 9, Chancellor Golino had upheld a College system reflecting "a variety of curricular options." Professor Hart applauded that statement, but he disagreed that liberal arts is one, basic curriculum. His own experience had convinced him that the liberal arts need not and should not be one, basic curriculum. He said that Colleges I and II were very different, and he cited some of the differences, including departmental majors, freshman programs, and tutorial services. To forcibly rejoin the Colleges would curtail, he feared, the continued existence and development of curricular options, and both students and faculty would pay the price.

He agreed, in conclusion, that it was administratively simpler to deal with three Colleges than with four, but that if such considerations dictate changes in educational organization and programs, then the faculty's position would become even more demoralizing and frustrating than it is already. In his experience, a large departmental structure is mostly an obstruction to diversity. He concluded, then, that the time and effort required to splice the two Colleges might be more efficiently used to perfect the present system.

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Vice Chancellor Tubbs said that discussions have been proceeding for more than two years about what should be the proper function of counseling on the campus. Recently, a committee of students and faculty had finally agreed among themselves about what such counseling should be, and in his view this committee was in favor of a merger of the two Colleges to facilitate the interests of counseling. Mr. Tubbs then pointed out that the tutorial staff had recently asked for and received funding as a single tutorial staff for the first time, eliminating the collegiate division of the tutorial function.

Professor Patterson next addressed the Committee, and observed that there was a deep and even division of the campus on this issue, and that there was a need for the judgment of the Chancellor to be heard. The Chancellor had been given certain responsibilities and powers by the Trustees, and he had made a judgment and offered a thoughtful proposal after careful study. He said one of the critical issues for the Trustees to address was whether the assigned leadership of the campus would be heard by the Board of Trustees on this issue.

Professor Brown addressed the Committee, first saying that he had been among the faculty who had not participated in the debate on the campus. But the discussion which had taken place before this Committee had persuaded him of the need to move with prudence. While the division of the Colleges had been done irrationally and precipitously, it would be unwise to rejoin them precipitously and painfully. He suggested that it would be unwise to present the campus to the accreditation committee next year in the state of disarray which would be the case were the campus to be in the midst of a painstaking and painful reorganization. He recommended the establishment of a committee to review, and provide its advice on, the unresolved issues of fact.

Trustee Burack made several points: (1) that, while the Trustees certainly had a responsibility to hear the Chancellor, they were not obliged to accept his judgment in all cases, (2) the plan for implementation should be studied by the Trustees before they pass judgment on the concept, (3) that the question of reorganizing in the midst of an accreditation visit was a serious one, and (4) that whatever structure is in place at the Boston campus, the access of all students to all programs should be guaranteed.

Trustee Burack also expressed concern about the barriers described by Professor Blackwell and asked for an explanation. Professor Marshall said that the flexibility was such that this was not really a problem; a student who could not get into a course in an opposite College could be compensated with a course in his own College. Barriers to access were more a function of overcrowding than deliberate limitations to cross-registration. President Wood pointed out that the division of

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the Colleges had been based on the idea that they should be of equal size, and that therefore the extent of cross-registration is restricted by this principle. This is not always apparent to a student coming in.

Chancellor Golino sketched the planning process he contemplated: A Task Force would be jointly appointed by the Chancellor and the Assembly by April 15, representing all points of view on the campus. The charge of this Task Force would be the supervision of the merger and the monitoring of activities which would have to take place. The force would work with both the Assembly and the administration, and report frequently to the Assembly. Its primary responsibility would be to see that the merger occurs according to a schedule.

He stressed that no policies or personnel procedures would be changed, but only the College structure. Specifically, the following areas of change would be completed by September 1976: the new accounting and budgetary structure for each department, reassignment of space in the few departments which would have to move, election of combined departments, chairpersons, renewal and assignment of space by chairpersons. Remaining to be accomplished over the following academic year would be: curricular revisions and governance. Trustee Burack asked how the changes would affect students, how they would be counseled, notified, etc., and how their programs would be changed. Chancellor Golino replied that their programs would not be affected next fall. All present offerings would remain in place.

Trustee Morgenthau made two points: (1) that the maximum consensus possible had not been arrived at at the campus level, and (2) that she was not convinced that it was proper for the Trustees to make such a decision; she said the campus was perfectly capable of making this choice on its own. A University cannot function, she said, without the positive, willing consent of the faculty. If a restructuring is effected without their consent, she said, they will take it out on their students. If she were shuffled around on a campus against her will, she would resign. She did not believe the Trustees should make this decision when the "corridors of the campus were bloodied."

Trustee McNeil raised the question of whether every avenue of improvement and adjustment had been made within the split-College system prior to this recommendation to phase it out. She said she could see advantages to the College division in terms of access to faculty and programs, and expressed concern about the effects the creation of large classes and large departments would have on this access. She said she could not support this action without better and fuller information on the implications of this change for student access. Professor Blackwell observed that classes could not be any larger than

they are now because the rooms are too small; the campus is physically oriented toward small classes.

President Wood emphasized again that when the Colleges split in 1972, they did so on strictly numerical grounds; some departments actually divided the faculty alphabetically. Since the split, he said, there had been a steady trend of departments toward reunification until now only a few remained divided. This raised two critical questions in his eyes: (1) the issue of critical masses with two departments of political science, psychology, etc., and (2) how to evaluate professional standards with split departments. The latter, he said, was the other side of the argument for flexibility of program offerings. The Colleges never became colleges in the English tradition or even in the model of some American universities, such as Santa Cruz.

A discussion followed on the merits of further consultation in hopes of achieving a consensus on the campus, and on the arguments for Trustee action based on confidence in the best judgment of the Chancellor. Trustee Morgenthau called for further efforts to achieve consensus, while Trustee Breyer said it would be possible to authorize the merger as the best judgment of the campus chief executive, while calling for attention to the concerns expressed by its opponents. He mentioned specifically the possibility of accommodating resistance to physical reunification of certain departments. Several Trustees expressed concern at not knowing more details of the implementation plan.

Trustee Burack said the only principle she was ready to vote on was that the rights and interests of students should be safeguarded. A motion to accept the Chancellor's plan in principle, without specifics of how he proposes to put it into effect, would be too vague for her to support. She would have to see this plan in writing before she could vote to authorize the principle.

Trustee Anrig stated that the overriding consideration should be what is best for the students. If there are problems in serving the needs of students in two Colleges of 3,000 students each, shifting to a single College of 6,000 would not automatically rectify the problems. Quality can be found in all sizes. There are high-quality institutions all over the country of both sizes, he observed. What will best serve the needs of the special kind of student who comes to UM/Boston should be the central concern, whatever numerical arrangement or structure is used. The students at UM/Boston are commuting every day and this fact presents a special obligation on the part of the campus, he said, to organize itself in ways which maximize the educational experience of these students who are on the campus for a limited time. They must develop a sense of belonging and the institution has a special responsibility to serve that unique student.

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Trustee Rothenburger expressed doubts that students in a commuter college could ever develop loyalty toward colleges, but said that he thought they could develop it toward departments and disciplines. But the quality of education, he said, was not a function of structure, but of faculty attitude and faculty-student ratio.

After further discussion of the character of qualification desirable in any Trustee action, a motion was made and it was

VOTED: To recommend to the Board of Trustees that it accept the recommendation of the Chancellor of the Boston Campus that a single college of liberal arts be established by the merger of Colleges I and II, provided that the implementation of the merger take place giving first priority to the resolution of student problems, including effective response to their needs and the expansion of their opportunities; provided further that the implementation of the merger should be flexible, taking appropriate account of differing procedures and differing patterns of development over the past five years; and provided further that the plan for implementation be circulated to the Board of Trustees prior to such implementation.

For the motion: four; against: two; abstaining: one.

UM/Amherst--
School of
Education

The Committee then moved to a Progress Report on the School of Education. Chancellor Bromery reported that the Special Committee on the Future School of Education had completed a final draft of a report, which was presently being circulated to the School. In the meantime, Professor William Mellen, Chairman of the Committee, would make a report on its findings to the Committee. Chairman Troy recognized Professor Mellen.

Professor Mellen first described the composition of the Committee, and described the kind of areas to which it addressed itself. It attempted to deal with the criticisms and weakness identified by the Goodlad and Faculty Senate reports, but noted that most of these were structural and organizational, and that they had been largely remedied. It had focused, then, on the strengths of the ways that the School of Education can be nurtured. He described the general view of the future:

--The School of Education should continue to offer a comprehensive program. Even though the resources of the School may remain level or even decline, the Committee believed that the various components of the programs should be maintained.

--The School of Education should reduce its pre-service educational programs, but this reduction should be carried out in cooperation with the campus as a whole, since not all students who plan to teach are found in the School of Education. However, the School should maintain its pre-service function in order that its most unique pre-service programs might serve as models for other institutions throughout the Commonwealth. In the next five years, the Committee foresaw that the pre-service education majors would drop from about 800 to about 400.

--The in-service component, which serves working teachers as well as personnel from other agencies and institutions such as Human Services, should be expanded and enlarged, primarily to meet the needs of school systems in the Commonwealth. This effort would require support and guidance from the campus, the President's office and from the Board of Trustees, and would require close cooperation with the Department of Education.

--The doctoral programs are the source of the School's national reputation, and it both is and should remain the capstone of the School. The placement of graduates of the doctoral program has been very high. The size of the doctoral program must be reduced, however; specifically, the number of graduate students in terms of FTE should remain the same, but a larger portion of these should be master's-level candidates.

--The School has a good record in professional public service, and the Committee believed that selected, appropriate involvement in such public service should be maintained and given high priority, especially for agencies within the Commonwealth.

--In conclusion, the Committee sees the School of Education remaining as a major comprehensive, professional school on the campus. It expects to hold a level of 90 faculty out of 100 authorized. The tone of the report, said Professor Mellen, was positive, with caveats about limited resources and about the need to concentrate on the problems and needs of the campus and the Commonwealth, rather than the world at large.

Chancellor Bromery added several points to Professor Mellen's report. He said this study was timely, that it would have been due even without the problems the School had encountered. He remarked that the report had addressed itself to the need to set priorities; it is no longer possible to think about what one might like to add in the way of programs without considering what might be deleted. Finally, he observed that this report was in harmony with the directions being taken by the Campus Commission on Goals and Missions.

Trustee Anrig spoke next as a member of the Committee on the Future School of Education. He began with two historical

items. First, he had been asked to come to the UM/Boston campus in 1970 to look into the future of teacher education on the Boston campus, and he said he was proud that no recommendation for another School of Education had emerged from that study. In fact, he said, he was generally inclined to be critical of Schools of Education, although in the present situation he was pleased to be on the other side. Second, in 1965 he had served on a committee to study the doctoral program of the Amherst School of Education. After careful study, that committee had been so negatively impressed by the quality of the doctoral program at that time, it recommended that it be closed immediately. He offered this observation as support for the need to contrast the present, solvable problems of the School of Education with the gross problems the School had had in earlier years.

The Trustees should appreciate that the problems are problems of action, rather than of inaction: problems of inaction are far more difficult to correct. He said that he had been concerned that the possible malfeasance of two individuals in the School might be used against the School as a whole in a kind of McCarthyism. The School has had a great deal of vigor, and Acting Dean Fischer had done an excellent job of correcting many of the problems. The Trustees should be reassured that as a new Dean takes over, the administrative problem will be behind us.

The programmatic problem was based on a central fact: a great change in the market for professional educators. In this context, there was a need to make a choice: to stop doing (or do less of) something, allowing a budget reduction, or to start doing something else. Usually, it is not possible for a campus to carry out this kind of reordering of priorities on its own, but he stressed that this Committee had "bitten this bullet." The report proposes that the School do less of some things, and more of some other things, and this Trustee Anrig said he enthusiastically supported.

With respect to pre-service teacher education, he said he agreed that the program should be reduced (in the campus as a whole, however; not just in the School of Education) to a point lower than the student demand to place it in harmony with the job market. This should be done out of respect for the students going through the program. At the same time, he strongly urged that the direction of the School be focused on meeting the rising demands being made of the existing teacher force--such as implementation of Chapter 766. He believed that the state's public University in the land-grant tradition has the responsibility for meeting these needs.

President Wood asked Trustee Anrig for his view of the undergraduate role of the School of Education with respect to that of the state colleges. Trustee Anrig replied that the Committee had addressed itself to this question, and had felt that

it should not do what others are already doing, but should do what others are not doing; namely, doctoral programs. However, a certain undergraduate component is necessary to provide support for a graduate component. At the same time, the University had the resources to provide support and research for pilot programs in undergraduate teacher preparation which the state colleges can then adopt. Further, the School of Education's undergraduate program had pioneered in reaching out to populations that other schools had not reached, and it would be a shame, he said, to drop that commitment.

President Wood agreed that the graduate program had achieved two major things under the guidance of the former dean: one was innovation in admissions and recruitment of faculty, and the other was innovation in the character of graduate instruction. He asked if there was a conceptual basis on which the School could strive for a national position.

Trustee Anrig said that he believed that the innovations of the School of Education had had a "spillover effect" to other Schools throughout the country. The School had attempted to be flexible, and any time an institution tries to be flexible, mistakes will be made. But the fact that mistakes were made in reaching out to new frontiers should not cause the School to pull back; it should stay out there. He said there should remain a healthy mix between students who go directly on to graduate work and in-service teachers who return for graduate work. There should also remain a commitment to minority students, an area in which the University had accomplished much and in which it ought to be proud. He added, however, that he believed the rhetoric ought to be softened, that expectations ought to be tempered while ambition is maintained.

A discussion ensued about the character of in-service, off-campus education. Vice President Lynton asked Trustee Anrig to comment on the possibility of such education not being degree-granting or credit-bearing. Trustee Anrig explained that school districts are less interested now in University degrees and credits than they are in the upgrading of their staffs; they will grant their own credit for purposes of promotion, compensation, etc. In this respect, they will grant their own form of credit for in-service study pursued by their teachers. Vice President Lynton observed that this was a problem in that the Commonwealth will not fund education which is not credit-bearing and degree-granting. Trustee Anrig said, however, that the General Court was interested in looking at this question.

Trustee Anrig added that there was a danger, however, in not counting off-campus, in-service education as part of the FTE load of the School of Education. If such a distinction is made, there is a danger that such programs will be regarded as just another form of Continuing Education, with its implications

for faculty attitude. If such programs are to be pursued, it would be important for the University to emphasize that this kind of effort by faculty will be recognized and rewarded.

Vice Chancellor Alfange thanked Professor Mellen and Trustee Anrig for their reports, and he emphasized that one of the outcomes of the Committee's work would be the integration of the School of Education with the rest of the University. The School had come to regard the rest of the University and its standards and methods as hidebound; now the efforts of the School would be more closely coordinated with the rest of the University community. Chancellor Bromery added, however, that he did not believe that the innovations and achievements of the School would have happened if there had not been some degree of isolation and separation--an incubation period. Mr. Alfange agreed, and said that he was referring mainly to the application of University-wide standards.

Trustee Burack asked that, when the final report of the Committee on the Future School of Education is presented to the Trustees, it be accompanied by a summary which compares what should happen with what is happening at present, and which suggests necessary changes in Trustee policy, if any.

UM/Worcester--Department of Laboratory Medicine (Doc. T76-049)

The next item was a proposed Department of Laboratory Medicine at UM/Worcester (Doc. T76-049). Dr. Lynton explained that in June 1975, then Acting Dean Butcher had presented this Committee with a list of 28 departments at the Medical School as part of a proposed reorganization plan. Of those 28, Laboratory Medicine was the only one not in existence already. The Committee on Health Affairs had reviewed this proposal in depth at its February 24 meeting, and had endorsed it. There was no discussion, and it was moved, seconded, and

VOTED: To recommend that the Board of Trustees establish a Department of Laboratory Medicine at the University of Massachusetts at Worcester, as set forth in Doc. T76-049.

Because of the lateness of the hour, the Committee agreed to postpone the last item on the agenda, a discussion of centralization and organization within the University, to its next meeting. It was said that this matter should receive careful consideration, and should therefore be placed first on the agenda.

There was no further business to come before the Committee, and the meeting was therefore adjourned at 3:20 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

April 7, 1976; 2:00 p.m.
The University Library
University of Massachusetts/Amherst

ATTENDANCE: Committee and Committee Staff: Chairman Healey, President Wood; Trustees Carlson, Croce, Gordon, Robertson, Shaler, Spiller and Troy; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary; Mr. Mehegan, recorder

Absent Committee Member: Trustee Rowland

Other Trustees: Trustees Abrams, Breyer, Burack, Clark, Cronin, Eddy, McNeil, Morgenthau, Rothenburger, Shearer, Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig, Mr. Colby representing Trustee Winthrop, and Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Bench, Assistant Counsel; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Post, Assistant Vice President for Physical Planning

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Mr. Melley, Public Affairs Director; Ms. Stack, Graduate Student Representative; Ms. Tillona, Special Assistant to the Chancellor; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Marshall, Faculty Representative

UM/Worcester: Chancellor Bulger; Professor Hittelman, Acting Faculty Representative

The meeting was called to order at 2:15 p.m. Before addressing the agenda, Chairman Healey informed the Committee that, in the interests of safety and orderly conduct of the meeting, no more persons would be admitted to the meeting room.

UM/Worcester--Classifications of Position Titles (Docs. T76-061, T76-058)

The first item on the agenda consisted of Classifications of Position Titles at UM/Worcester (Docs. T76-061, T76-058). Two of the positions to be created were: Vice Chancellor for Health Affairs and Vice Chancellor for Administration and Finance.

Chancellor Bulger first addressed the position of Vice Chancellor for Health Affairs. The person to occupy this position would be the senior campus official responsible to the

Chancellor for all health care service activities as they relate to outside institutions and constituencies. Such a person would need to understand the policy issues, and would need the skill and tact essential for dealing effectively with these several constituencies and institutions. He or she would help the Medical Center determine what it could do to assist these outside interests without compromising its educational mission.

Speaking next to the position of Vice Chancellor for Administration and Finance, Dr. Bulger explained that this person would be responsible to the Chancellor for the management and business affairs of the entire Center. At present, one person holds the dual position of Associate Dean for Administrative Affairs and Hospital Director. Now that the Hospital has opened and is functioning, the Hospital Director's burdens have increased, while the need for a senior management and business officer for the Medical Center as a whole remains, and indeed becomes more imperative than ever.

The next position was the Associate Dean for Scientific Affairs. Chancellor Bulger said a person was needed to provide plans and a focused thrust in basic and clinical research, since it was clear that the campus could not plunge "willy-nilly" into scientific research with finite resources. He recommended the appointment of Professor Reginald W. Butcher for this position. Professor Butcher had held the position of Acting Dean of the Medical School, and Chancellor Bulger said he wanted to keep his administrative expertise.

President Wood asked Trustee Spiller to comment in his capacity as one of the Trustee members of the Organization Design Review Committee. Trustee Spiller reported that the ODRC had met during the previous week with Chancellor Bulger to review the positions summarized. The Committee had reviewed the material presented by Hay Associates and Mr. Kaplan, and had reviewed such other considerations as how the positions fitted into the administrative structure, salary maximums and minimums, etc. The Committee had found the presentations complete and satisfactory, and it recommended Board approval.

Vice President Janis added that, from a management and organizational point of view, these positions had been discussed with the campus for a period of several weeks. From this point of view, he said, these positions made good sense.

Trustee Robertson, the other Trustee member of the ODRC, said he also recommended favorable action on these positions. The Chairman said he appreciated the study and careful examination which had been applied to these positions. On motions made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the classification of two position titles as set forth in Trustee Document T76-061.

VOTED: To recommend that the Board of Trustees approve the classification of position title as set forth in Trustee Document T76-058.

UM/Worcester--Personnel Actions (Docs. T76-062, T76-059)

Chairman Healey then asked Chancellor Bulger to address two proposed Personnel Actions for UM/Worcester (Docs. T76-062, T76-059). The first was the appointment of Dr. Philip S. Caper as Vice Chancellor for Health Affairs. Dr. Caper is a highly-accomplished person in medicine and health policy, indeed a national figure in health policy and, in Dr. Bulger's view, would always be concerned for the impact that health policy decisions would have on people. Dr. Caper was by far the first choice of the Search Committee.

Mrs. Bluestone expressed the extreme pleasure of Commissioner Fielding at this proposed appointment. She said he was "delighted" at the prospect of bringing Dr. Caper to the Medical School.

The second Personnel Action was for the appointment of Dr. Butcher, as described earlier, to the position of Associate Dean for Scientific Affairs. Motions were made and seconded, and it was

VOTED: To recommend that the Board of Trustees concur in the appointment by the Chancellor of the University of Massachusetts at Worcester of Dr. Philip S. Caper as Vice Chancellor for Health Affairs, effective July 4, 1976, and to approve the personnel action as set forth in Trustee Document T76-062.

VOTED: To recommend that the Board of Trustees approve the personnel action as set forth in Trustee Document T76-059.

UM/Worcester--Reduction in FY 1977 Budget Request for the University Hospital (Doc. T76-063)

The next item on the agenda was a proposed Reduction in the FY 1977 Budget Request for the University Hospital (Doc. T76-063). Trustee Carlson, Chairman of the Committee on Budget and Finance, explained the reasons for the reduction, which included the later-than-expected Hospital opening and changes in the data for calculating utility costs. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the recommendation of the President to approve the request of the Worcester campus to revise the Fiscal Year 1977 budget request for the University Hospital from $11,175,181 as appears in Doc. T75-033 to $9,500,000 as is summarized in Doc. T76-063.

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UM/Amherst--
Financing of
Projects No.
11 and 14

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The Chairman turned next to several proposed actions related to the Financing of Building Authority Projects No. 11 and No. 14 at UM/Amherst. He remarked that, since nearly all Trustees were present, he desired all discussion to take place at this meeting, and added that he would not recognize non-Trustees to speak on this subject at the full Board meeting. He recognized Trustee Carlson, Chairman of the Committee on Budget and Finance.

Mr. Carlson reported that the Committee on Budget and Finance had engaged in an extensive discussion of the financing of these projects and he would not, with the Chairman's permission, recapitulate the discussion which was fully reported in the minutes. He introduced a series of motions, eight in all, which would carry the financial arrangements into effect.

The first motion would rescind a vote of March 3, 1976, and substitute a new action. In the substituted motion, the amount of the bond issue for Project No. 11 would be increased by $500,000 to $23 million. Of this increase, $250,000 would be for roof repairs to Project No. 11, while approximately $300,000 would be for preliminary architectural and financing costs for Project No. 14. He pointed out that the motion also proposed a lease arrangement between the University and the Building Authority in an amount sufficient to repay the preliminary architectural and financing costs cited above.

Mr. Martus was recognized and asked Trustee Carlson for the source of the funds to pay off the bond issue. Trustee Carlson replied that it was his understanding that the funds would come from the lease arrangements to be carried into effect by motions to be made later in the meeting. He then asked Chancellor Bromery for the source of the $300,000 in architectural and financing costs. Chancellor Bromery said the funds would come from the campus operating budget, but he could not identify the account because the operating budget did not yet exist. Mr. Martus argued that the source of the funds should be specified to ensure that they not be taken from students' pockets.

After further discussion, it was agreed that a commitment could be made that rental payments under the lease would not be paid from student fee-based funds. The motion was seconded and it was

VOTED: To recommend that the Board of Trustees rescind the vote of March 3, 1976 pertaining to its Project 11 Financing request to the University of Massachusetts Building Authority and to substitute therefor:

VOTED: That a request be made to the University of Massachusetts Building Authority to

undertake permanent financing for Project 11 (Campus Center and Campus Center Garage) at available rates for a total not to exceed $23,000,000 including Building Authority preliminary expense of not more than $300,000; and with respect to the preliminary expenses, further to recommend that the University agree to enter into a lease with the University of Massachusetts Building Authority for space in Project #11 for an annual amount equal to that portion of debt-service attributable to the amortization of the aforementioned preliminary expenses; provided that rental payments for such lease shall not be paid from the student fee-based budget.

Trustee Carlson introduced six additional motions, about which there was no discussion, and it was accordingly

VOTED: To recommend to the Board of Trustees that it take the following actions:

VOTED: That the making of a Fourth Amendment to the Contract for Financial Assistance dated as of January 31, 1967 between the Commonwealth of Massachusetts and University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960 as amended and providing, among other things, for inclusion of certain expense in the Cost of the Project and for an increase in the Maximum Cost of the Project to which such Contract pertains, be and the same hereby is authorized; that the form of such Amendment presented to this meeting and each term, condition and provision therein contained be and the same hereby are approved; that said Trustees or a majority thereof be and hereby are authorized, in the name and on behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver an Amendment in the form presented to this meeting and providing, among other things, for a Maximum Cost of the Eleventh Project, as defined in said Contract as heretofore amended, of Twenty-Three Million Dollars ($23,000,000) and to cause the common seal of said University and of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of Amendment so executed is as hereby authorized and approved.

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VOTED: That the making of a "Campus Center Project University Store Revenue Agreement" between the Board of Trustees of the University of Massachusetts, acting in the name and on behalf of the Commonwealth of Massachusetts, and the University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Management and Services Agreement between the Trustees and the Authority relating to the Eleventh Project of the Authority ("the Campus Center Project") dated as of December 1, 1969, and the operation and maintenance of university store facilities at the said Eleventh Project, is hereby authorized; that the form of such Campus Center Project University Store Revenue Agreement presented to this meeting (Trustee Doc. T76-064) and each term, condition and provision therein contained be and the same hereby are approved; that said Trustees or a majority thereof hereby are authorized in the name and behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver a Campus Center Project University Store Revenue Agreement in the form presented to this meeting and to cause the seal of the said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of the Campus Center Project University Store Revenue Agreement is as hereby authorized and approved.

VOTED: That the making of a "Campus Center Project Food Services Revenue Agreement" between the Board of Trustees of the University of Massachusetts, acting in the name of and on behalf of the Commonwealth of Massachusetts, and the University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Management and Services Agreement between the Trustees and the Authority relating to the Eleventh Project of the Authority ("the Campus Center Project") dated as of December 1, 1969, and the operation and maintenance of food and beverage services facilities at the said Eleventh Project, is hereby authorized; that the form of such Campus Center Project Food Services Revenue Agreement presented to this meeting (Trustee Doc. T76-065) and each term, condition and provision therein contained be and the same hereby are approved; that said Trustees or a majority thereof hereby are authorized in the

name and behalf of the Commonwealth of Massachusetts to sign, acknowledge if deemed advisable and deliver a Campus Center Project Food Services Revenue Agreement in the form presented to this meeting and to cause the seal of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of the Campus Center Project Food Services Revenue Agreement so executed is as hereby authorized and approved.

VOTED: That the making of a First Amendment to the Management and Services Agreement dated as of December 1, 1969 between the Trustees of the University of Massachusetts, acting in the name and on behalf of the Commonwealth of Massachusetts, and University of Massachusetts Building Authority pursuant to Chapter 773 of the Acts of 1960, as amended, pertaining to the Eleventh Project of the Authority, be and the same hereby is authorized; that the form of such First Amendment to such Management and Services Agreement presented to this meeting and each term, condition and provision therein contained be and the same hereby is approved; that said Trustees or a majority thereof be and hereby are authorized, in the name and on behalf of the Commonwealth of Massachusetts, to sign, acknowledge if deemed advisable and deliver a First Amendment to such Management and Services Agreement in the form presented to this meeting and to cause the common seal of said University and of said Trustees to be affixed thereto; and that the taking of such action by said Trustees shall be conclusive evidence that the same is hereby authorized and that the form of First Amendment to such Management and Services Agreement so executed is as hereby authorized and approved.

VOTED: To recommend to the Board of Trustees that it request the University of Massachusetts Building Authority to take the following action on Project 14: to forthwith terminate Project 14 in accordance with Article Twelfth of the Contract for Financial Assistance between the Commonwealth of Massachusetts acting by and through the Trustees of the University of Massachusetts and the University of Massachusetts Building Authority dated June 1, 1971.

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VOTED: That the Board of Trustees authorize the Treasurer of the University to accept a Deed from the University of Massachusetts Building Authority, pursuant to Chapter 773 of the Acts of 1960, as amended, to the Trustees of the University of Massachusetts relating to a parcel of land in Amherst, Massachusetts, being the premises described in the Deed of Fraternity-Sorority Park, Inc. to the Authority dated July 23, 1971, and recorded in Hampshire Deeds Doc. 5944, Book 1600, Page 715.

Trustee Carlson then offered a motion which would authorize the payment of $364,000 from the Residence Hall Trust Fund to the purchase authorized by the previous vote.

Trustee Cronin was recognized to make a presentation in opposition to the motion. He interrupted his presentation to relay a request that students demonstrating outside the building be admitted to the meeting. Chairman Healey stated the view that the elected student representatives were authorized to represent the student point of view, and that the Chair was not obliged to admit all students who might wish to attend. President Wood added that there were provisions for the presentation of student views, and that the concept of an "open meeting" did not include a commitment to the direct participation of every student. Upon the advice of the Department of Public Safety, Chairman Healey reaffirmed his decision not to admit other students.

Trustee Breyer observed that, with respect to the proposed lease arrangement in the previous vote, the students' position had prevailed in that assurances against use of the student fee-based budget had been incorporated into the action. He asked Trustee Cronin whether those students demonstrating outside the building were aware of this concession, and he suggested that it might well be explained to them. Trustee Cronin excused himself from the meeting at this time for the purpose of conveying this information to the students outside. He did not return until the meeting had adjourned.

Trustee Eddy asked whether, with respect to the motion, there were any other funds which could be used to purchase the parcel of land. Vice President Janis replied that he and Treasurer Johnson had conducted an extensive search to determine whether other Building Authority funds were available, and they had concluded that there were no other funds. If the residence hall trust fund were to become depleted, Trustee Eddy asked, what provision would the campus make for the renovation of residence halls? Chancellor Bromery pledged to make every effort to replace the funds in the residence hall trust fund. The problem in this case was that the University would default on its bonds if it did not take this action at this meeting.

The University must soon, he added, develop a long-range solution to the problem of maintenance of the residence halls. Vice President Janis made the point that there was a bright spot in this picture in that debt service on many of the residence halls would be completed in the next five to six years.

A motion was made and seconded, and it was

VOTED: To recommend to the Board of Trustees that in consideration for the Deed referred to in the preceding vote, it authorize the Treasurer of the University to cause to be paid from the Residence Hall Trust Fund account to the University of Massachusetts Building Authority the sum of Three Hundred Sixty-four Thousand (364,000.00) Dollars upon delivery of the said Deed.

There was no further business to come before the Committee, and the meeting was adjourned at 3:10 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON LONG-RANGE PLANNING

April 20, 1976; 9:30 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Rowland, President Wood; Trustees Carlson, Clark, Rothenburger; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Committee Members Absent: Trustees Breyer and Spiller

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies

UM/Amherst: Chancellor Bromery; Mr. Spielman, Dean of the School of Food and Natural Resources; Mr. Whaley, Head of the Department of Landscape Architecture and Regional Planning

UM/Boston: Chancellor Golino

UM/Worcester: Chancellor Bulger; Professor Smith, Faculty Representative

The meeting was called to order at 9:50 by Chairman Rowland, who introduced Mr. Whaley, Head of the Department of Landscape Architecture and Regional Planning at UM/Amherst, who has been recommended as Dean of the College of Food and Natural Resources. She then welcomed Dean Spielman, who had returned to continue his report on the University Field Stations. Chairman Rowland then asked Chancellor Bulger to report on Health Affairs Planning at UM/Worcester.

UM/Worcester--Health Affairs Planning

Chancellor Bulger opened his remarks by stating how pleased he was to talk about long-range plans since his activities to date had been mostly concerned with short-term problems. He said he would not speak about what ideally the UM/Worcester Medical Center should do, but rather about what he feels is possible under current conditions. He said that health affairs planning must take into account 1) the importance of medical students having an opportunity to learn and to work with people in fields other than medicine, 2) operation of the hospital and its part in the medical education of the students, and 3) the relationships of the Medical Center to other campuses of the University and other institutions in the area. He said that starting in September there will be 304 medical students at the campus, not counting residents. It is time, he said, to begin working on training programs beyond the M.D. and including the numbers served in our student count.

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Chancellor Bulger said that plans are under way for cooperative arrangements to bring together into one program the residencies in internal medicine, surgery and other specialties at the different Worcester hospitals. He said that this year there are over 100 residents in University-affiliated programs in the Worcester area. Such cooperative programs could mean better medical education for students as well as improved care for patients. In answer to a question from Trustee Rothenburger, Chancellor Bulger indicated that 55 to 60 percent of the residency positions in the teaching hospital will be in primary care. He noted that 40 percent of the physicians in the country are involved in primary care.

Chancellor Bulger reviewed the range of possibilities for non-physician training programs. The teaching hospital, he noted, when fully occupied will have the capacity to give clinical training to from 300 to 400 nursing students. Chairman Rowland asked Chancellor Bulger if he was anticipating a degree or diploma type program. Mr. Lynton commented that the trend is away from issuing diplomas and toward giving baccalaureate degrees. Chancellor Bulger said that in addition to linking UM/Worcester programs to programs offered at UM/Amherst and UM/Boston, there was the possibility of a consortium arrangement whereby students would do their non-clinical work at other University campuses or at other schools in the area.

In the allied health area he mentioned current work with Quinsigamond Community College in the training of X-ray technicians and with the Massachusetts College of Pharmacy in training pharmacists. Among other non-physician programs that might be considered are bio-medical engineer, medical social work, nuclear medicine and medical technology. He said these programs could be joint efforts with other institutions in the area, such as Clark University, Worcester Polytechnic Institute, and the Worcester Foundation.

Trustee Carlson said that the proposed reorganization of higher education in the Commonwealth may impact on long-range planning for the Medical Center. Chancellor Bromery suggested caution in planning cooperative programs to make sure that potential students are aware of all the facts, such as which institution will award the degree. Trustee Clark also urged caution that the University did not become too generous in cooperative agreements and that care was given to the income-expense ratio. Chancellor Bulger said he would strive to ensure that the hospital would become self-supporting. To this end, he said, it is necessary to separate instructional from operational costs.

Mr. Lynton stressed the importance of setting priorities for the Medical Center, particularly since there are so many interesting and innovative programs which could go forward. Chancellor Bulger expressed the view that a larger enrollment than just medical students may be necessary to justify the cost of the

facility. He stressed the important role the Medical Center can play in augmenting programs at UM/Amherst and at area hospitals and state agencies. He said that the services which the Medical Center provides will generate more support for the facility.

Among other future possibilities, Chancellor Bulger said consideration should be given to the training of "physician extenders"--physician assistants and associates--as well as hospital administration, particularly the development of middle-management personnel. Mr. Lynton added that the position of physician associate is a new field open to men as well as women, whereas nursing has traditionally been considered an occupation for women.

Discussion ensued on other related areas of medicine, including the fields of dentistry, optometry, osteopathy, podiatry and veterinary medicine. Chancellor Bulger said that the federal government is interested in the establishment of regional centers for some of these fields. He said that the treatment of pain is an important area of current study and concern. The University of Washington has already developed a very successful pain clinic and plans are currently under way for the establishment of a pain clinic at UM/Worcester, which is expected to be in operation in the very near future.

Trustee Carlson said that he found the ideas presented very encouraging, but felt that the current economic climate in the state was such that any proposed expansion of the UM/Worcester Medical Center would not be well received. Mr. Callahan commented that, although he agreed that this was not a time for increased activity, he saw no reason why the Medical Center personnel should not be considering how best to use the money it already has.

In concluding, Chancellor Bulger said that continuing education should be a major activity of the campus. The campus, he said, could also carry on this type of program by sending faculty from the Medical School into the various communities to meet with practicing physicians and, hopefully, to develop "learning communities" around certain local hospitals.

Chairman Rowland thanked Chancellor Bulger for his report and asked him to keep the Committee up to date on campus thinking with regard to long-range plans for the Medical Center.

Chairman Rowland next turned to the matter of the University's field stations and asked Dean Spielman to continue his review of current programs and operations, which had had to be interrupted at the last meeting due to lack of time. University Field Stations

Dean Spielman distributed additional data on the state funds, activities and staffing of the various stations. He indicated that the program directions mentioned were primarily his personal thoughts.

He then reported further on the Cranberry Experiment Station at East Wareham, suggesting that it had additional capacity and could be used as a research and development faciltiy on water quality, land use and other environmental matters for the region.

Various suggestions were made about additional financial support for the activities at the field stations, such as user charges for direct services and support from the industry as well as from federal and state governmental agencies. Chairman Rowland emphasized the value and importance of the services performed.

Mr. Callahan asked if the University provided a list of the agencies to which people can turn for help in addition to the University field stations, such as the county extension services. Dean Spielman replied that a comprehensive listing was not published by the University but that it did publish a directory of all federal programs. Mr. Carlson asked how much support was provided to the Cranberry Station by the cranberry industry. Dean Spielman replied that the University received between $10,000 and $20,000 per year.

Nantucket Field Station

At the conclusion of Dean Spielman's report, Chairman Rowland asked Chancellor Golino to report on the Nantucket Field Station. Chancellor Golino gave a report summarizing the origin, facilities and present program of the station. Since assuming administrative responsibility in 1976, UM/Boston has initiated repairs and renovations at the station so that it can now be used on a year-round basis for biological research and education and public service programs. The field station staff serve as consultants to a number of Nantucket agencies and organizations, including the school system and the public health office. This year the campus, with the aid of grants, has sponsored a humanities program on the island which stresses the role of the humanistic disciplines in understanding the unique heritage of Nantucket. Chancellor Golino concluded by indicating that a comprehensive report on the station would be available in the fall.

Gloucester Marine Station

Chairman Rowland then asked Chancellor Bromery to review the history of the Gloucester Marine Station. Chancellor Bromery said that this station had been established as the result of the interest of a particular researcher in marine biology, who successfully secured a state capital appropriation to purchase the land and improve the facilities. He has now left the University. The improvements are expected to go forward so as to provide general purpose instructional, office and research space. Responsibility for administration of the station has recently been assigned to the College of Food and Natural Resources.

President Wood suggested that the Committee should consider the adequacy of the stations in relation to multicampus use and continuing education programs. He said he believes that

some analytical papers could be provided by the Planning Office which would be helpful. When the continuing education report is in, he said, trade-offs could be considered. He noted that the Gloucester Station was an example of the effective entrepreneurship of a single individual but in terms of investment, at a time when there is no money for repairs to dormitories at UM/Amherst or for landscaping at UM/Worcester, questions were legitimate. He raised the possibility of the station evolving as a "mini-campus."

Dean Spielman said that field stations are successful to the extent that they relate to organized industrial or commercial groups. He said he sees Gloucester as a station which could relate to the fishing industry and to experiments which are being conducted by the University of Rhode Island in the fields of aquaculture and marine biology. He added that Maine and New Hampshire had recently received sea grant contracts. Trustee Clark asked if recent legislation extending the shore rights to 200 miles would affect the work at the Gloucester station. Trustee Carlson suggested that the proposed construction program at the station should be examined in terms of the long-range plans for the facility. Chancellor Golino added that UM/Boston is very much interested in the Gloucester facility and he hoped the Boston campus could play an important role in planning for its future.

At the request of Chairman Rowland, Mr. Whaley commented on the discussion. He said he did not wish to speculate about the future of the facility, but as a means of gaining visibility for the University, it had the characteristic of being a coastal facility in a coastal state with a small land area. He thought such a facility could be used for solving problems which were unique to Massachusetts. He mentioned the growing concern with coastal zone management. President Wood added that the use of the coastal islands was another related matter of concern. Chancellor Bromery mentioned the work being done at Woods Hole and in Rhode Island related to land-water interface. He said the University has the expertise for such research but has no state or federal funding.

Trustee Carlson said a policy is needed with regard to the University's field and research stations. President Wood added that a planning paper enumerating the options and the trade-offs would be helpful. He said the Committee also should consider ways in which to make more effective use of the various facilities.

It was agreed that the Committee would renew its discussion of these stations when additional information and analysis would be available in the fall. The meeting adjourned at 12:00 noon.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

April 20, 1976; 1:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Carlson, President Wood; Trustees Croce, Gordon, Rothenburger, Rowland, Troy; Treasurer Johnson; Secretary Hardy; Ms. Judd, recorder

Absent Committee Members: Trustees Dennis and Shearer

Other Trustees: Trustee Cronin

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Bench, Assistant Counsel; Mr. Cooley, Assistant Vice President for Analytical Studies; Mrs. Hanson, Budget Director; Mr. Lewis, Staff Assistant

UM/Amherst: Chancellor Bromery; Vice Chancellor Gage; Mr. Beatty, Budget Office; Mr. Dent, Director of Financial Aid

UM/Boston: Ms. Brennen, Director of Financial Aid; Mr. Drinkwater, Controller; Mr. McNeil, Physical Plant; Mr. Spaulding, Director of Physical Plant

UM/Worcester: Mr. Cathey, Controller; Mr. Fellner, Assistant Controller; Professor Smith, Associate Dean for Academic Affairs and Provost; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director

Guests: Mr. Cook, Fidelity and Deposit Company of Maryland; Ms. Tehan, Executive Office of Educational Affairs; Mr. Martus, Co-President, Student Senate, UM/Amherst; Ms. Guttenberg, Speaker, Student Senate, UM/Amherst; Mr. Federow, Graduate Student Senate, UM/Amherst

Need-based Tuition Waiver Policy (Doc. T76-071)

The meeting was called to order at 1:40 p.m. The first item for discussion was the Need-based Tuition Waiver Policy (Doc. T76-071) on which Chairman Carlson asked President Wood to comment. President Wood reviewed the situation which led to formulation of the policy to be discussed at today's meeting prior to discussion by the Executive Committee. He said that the proposed waivers would be directed not towards those students in greatest need, but towards those who have undertaken reasonable levels of self-help assistance and those slightly below middle range of the student income profile. He asked Mrs. Hanson to review the policy in greater detail.

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Mrs. Hanson began by introducing the financial aid officers of the Amherst and Boston campuses, Mr. Richard Dent and Ms. Lana Brennen respectively. She reiterated a point made by President Wood that the policy had been reviewed by committees on all campuses and by the Multi-Campus Budget Committee. The program, she said, is proposed as a one-year trial in order to see its effects in practice and because of anticipated changes at the Federal level where programs of financial assistance, from which the University receives 85 percent of its aid monies, are now under review. It was felt that the formulation of a long-term program should await the Congressional review and its results. It is expected that the Trustees will be asked to review a revised tuition waiver program early next year. That revision will incorporate the results of the application of need-based tuition waivers and include a review of all of the tuition waiver policies now in force.

She said the recommendation is that a value of not more than $250,000 in tuition waivers be granted in academic year 1976-77. This amount was determined on the basis of the best information available as to students who would need aid which could be met with waivers. It is estimated that approximately 1000 to 1300 students will be requesting this type of aid. A financial aid package will be put together for each student who qualifies for assistance. Generally, such a package will first draw on the maximum amount of Federal and state aid available, scholarships, and a component of self-help through work; if there still is financial need after these resources have been explored, the University will try to meet that need through a tuition waiver.

Chairman Carlson pointed out that, upon favorable action by the Executive Committee on this tuition waiver policy, the first year tuition increase as outlined in the vote taken in December 1975 would be activated. In another year, the availability of Federal funds would be reviewed.

It was pointed out that the Legislature has eliminated the option of tuition waivers for out-of-state and foreign students. In reply to a question from Trustee Troy on how this would affect the number of out-of-state applicants, Mr. Dent said that probably fewer people would apply, particularly those in the low income level who are eligible only for Federal aid. Overall, he said, there may be a switch in the mix of out-of-state students to include those who are more affluent. Foreign students are not eligible for any state or Federal funds; this is the group most affected by the tuition increase and it is unfortunate that they may not be granted tuition waivers. Since the Legislature, as Mr. Lynton pointed out, is not sympathetic to the plight of undergraduate foreign students, the University is contacting their governments in hopes that assistance might be provided by them.

Mr. Martus then brought up the subject of student resource surveys through which the University formulates statistics about the student population. Since the response to the recent survey had been minimal, the Student Government Association has asked that a secondary survey be done. That request has not been met, and he therefore questioned the basis of the $250,000 tuition waiver funding without statistics from a more comprehensive survey.

Mrs. Hanson replied that the figure was arrived at by estimating the number of students who would come forth on the basis of currently available data. She indicated that another survey is planned in the coming academic year. The relative paucity of responses could be a reflection of student interest in the matter. Mr. Dent pointed out that of a 42,000 survey distribution, returns to date are about 5,000. Trustee Cronin said that the survey itself was a long and complicated one and that perhaps students did not realize its aim. Chancellor Bromery added that this data was not the only instrument used for estimating the need for tuition waivers, but that extensive experience in financial aid matters played an important part.

Mr. Lynton corrected Mr. Martus's statement that the policy was aimed at a specific income group by saying that it is aimed at all students who have unmet needs. The estimate, because of various Federal scholarship policies, is that the group will be primarily middle income students, but it is not a policy which starts with theories of income distribution.

Mr. Martus said that since student data would become more important as the gradual tuition increases were implemented in the coming fiscal years, he and Trustee Cronin would endeavor to publicize through area governments on the campus the need for more thorough population data. The Committee agreed that this would be most helpful.

Mr. Federow raised the question of whether Teaching Assistant and Research Assistant tuition waivers (compensation for services) would remain at the same level. Mrs. Hanson replied that the present document did not intend to abrogate any policies contained in last year's document. The only provisions which are different are those which were specifically legislatively prohibited. The document under discussion does not involve the issue of non-need-based tuition waivers.

A resolution was suggested by Mr. Martus to undertake an intensive review of the entire financial aid program; if resultant data indicated significant shortcomings in the aid programs, there would be no further tuition increases beyond the spring 1977 levels. Chairman Carlson pointed out that a commitment to review the policy was clearly stated in President Wood's April 14, 1976 memorandum and was implicit in the Board's

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December vote. He stated his reluctance to recommend to the Executive Committee and the Board a resolution which modifies that vote.

Dr. Smith of the Worcester campus said that the Medical School was happy to be included in the tuition waiver package and pointed out a correction to the document in that the Health Profession Scholarship program has been terminated. The only money available to medical students from the Federal government is in the form of loans.

UM/Amherst, UM/Boston, UM/Worcester--Fund Transfers (Doc. T76-072)

This concluded discussion of the Need-based Tuition Waiver Policy, and the Committee then turned to the matter of Fund Transfers for the three campuses (Doc. T76-072). Chancellor Bromery reported for the Amherst campus, saying that the only transfer during the past year had been in the 15 account due to lack of an appropriation for equipment. The present major transfer is from the 13 account for educational supplies (purchases have been held back and projected into the next fiscal year) to the 01 and 03 accounts. Money has been transferred into the 15 account although the figure still remains light considering the size of the Amherst campus. The transfer into the 14 account is due principally to telephone rate increases; likewise, funds have been transferred into the 12 account (maintenance) to meet the increased cost of maintenance contracts, supplies, and expenses.

Mr. Lynton told the Committee that the University is moving toward a major crisis in equipment. For example, the single greatest problem in the School of Engineering is its obsolescence of equipment. Chancellor Bromery said that this and the renovation of the dormitories would be the two major problems for the future. Trustee Croce suggested looking into equipment rentals; Chancellor Bromery said that this was done where possible, but some equipment has to be purchased outright and then has to be updated. He noted further the inadequate level of appropriated funds for equipment maintenance contracts.

Mr. Drinkwater, Controller of the Boston campus, said that its transfers were focused on energy savings. Through a substantial conservation effort, savings in the utility account (08) will be transferred into the maintenance account (12) to modify existing control systems and into the equipment account (15).

For the Worcester campus, Mr. Cathey said that the transfer into the 03 account was primarily to finance the Family Practice Program. The transfer into account 07 for medical and surgical supplies is part of a build-up of inventories and patient care expenses. As with the Amherst campus, money has been transferred into the 14 account because of increased telephone and postage rates. The equipment transfer encompasses items for the Family Practice Program and for audio-visual needs.

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Mrs. Hanson pointed out that there is now pending in the Legislature a rescission bill to take back from the Worcester campus $1.3 million in order to help cover the Commonwealth's $100 million deficit in other areas.

A motion was made, seconded, and it was

VOTED: To recommend that the Board of Trustees approve the fund transfers as set forth in Trustee Document T76-072.

UM/Amherst--
New Fees and
Fee Changes
(Doc. T76-073)

The Committee then turned to the New Fees and Fee Changes, Amherst Campus (Doc. T76-073). After brief discussion of each item, motions were made, seconded, and it was

VOTED: To recommend to the Board of Trustees the establishment of a summer room reservation fee of $100 per room, effective July 1, 1976, for the following purposes and on the following conditions:

(1) To permit students to designate their rooms not to be used for summer recess activity, and to use said rooms for storage of furniture or personal belongings.

(2) That such permit be granted at the discretion of the Director of Residential Life.

(3) That the student must have reserved said residence hall space for the following term.

(4) That this permit does not allow personal occupancy of the room by the student during the summer recess.

(5) That each student must have executed a waiver of any claim against the University for damage to or theft of any property stored in said student's room.

VOTED: That, effective September 1, 1976 the General Extension Trust Fund, the General Summer Trust Fund, and the General Conference Trust Fund be and hereby are established with the following fee structure:

Schedule of Continuing Education Fees

Description	Fee	Fund
Fees for Service:		

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Application/Matriculation Fee for processing applications for degree matriculation or certificate application programs.	$15	Extension
Change of Program Processing add/drop requests	$ 2	Extension
Deferred Payment Fee for processing deferred payment requests and to discourage unnecessary deferred payment requests.	$ 5	Extension
Recording Fee for maintaining and updating a student's records. This fee is applied when the student does not pay a program fee.	$15	Extension, Conference
Registration Fee to cover administrative and clerical costs of registration.	$ 5	Extension, Conference
Late Registration Fee is in addition to the regular registration fee and covers the additional costs of late registration.	$ 5	Extension, Conference
Transcript Fee charged the second and each additional transcript copy.	$ 1	Extension, Conference
File Reproduction Fee for each reproduction of a student's file or a portion thereof. If this includes a transcript, a transcript charge will be assessed as above.	$ 2	Extension, Conference
Fees for Programs:		
Day Enrollments Per credit hour fee for part-time and non-matriculated undergraduate students in underenrolled day courses. A portion of this fee equal to the regular session fee per credit hour is remitted to the Commonwealth.	$35	Extension

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Description	Fee	Fund
Evening College Per credit hour fee for courses offered through the Evening College of the Division.	$35	Extension
Special Programs Per credit hour fee for those programs designed to meet the needs of a relatively small group of students.	$57.50	Extension
Non-Degree Graduate Enrollment Per enrollment fee for non-degree students enrolled in graduate level University courses.	$30	Extension
Workshop, Conference Programs arranged to meet the needs of various segments of the community. Fees range between $20 and $75.	By contract	Extension, Conference
Summer Session, undergraduate Fee charged to cover the direct instructional costs for undergraduate courses in the summer session.	$25	Summer
Summer Session, graduate Fee charged to cover the direct instructional costs for graduate courses in the summer session.	$40	Summer

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the fees for students involved in the various foreign programs be and hereby are established as follows:

Summer in Portugal	$ 350*
Oxford Summer	1,100
Freiburg Summer	1,000
Panama Tropical Zoology	150*
Summer in Japan	75*
Freiburg Year	350*

*Does not include room, board, or travel.

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976 a fee of $10 be established for the Foreign Programs Administrative Trust.

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VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, a Student Dependent Health Fee be established at a cost of $110 per year and $35 for the summer.

VOTED: To recommend to the Board of Trustees that the Valley Health Plan Trust Fund be, and hereby is, established. The revenue for this trust will be generated from the participants of the Valley Health Plan.

VOTED: To recommend to the Board of Trustees that the following schedule of fees for child care services on the Amherst campus shall be in effect beginning July 1, 1976. All fees are on a per semester basis.

University Laboratory School	$70 for two 2-hour sessions per week $110 for three 2 1/2-hour sessions per week $140 for four 2 1/2-hour sessions per week
University Day School	$160 for five 1/2-day sessions per week $320 for five full-day sessions per week
New World Day School	Co-op fee remains same.
North Village Day School	$135 for five 3 1/2-hour afternoons per week $160 for five 4-hour mornings per week
Grass Roots	$155 for five 4-hour sessions per week (full fee) $125 for five 4-hour sessions per week (co-op)
Infant Care	$210 for five 8-hour sessions per week (co-op) $245 for five 8-hour sessions per week (full fee)

VOTED: To recommend to the Board of Trustees establishment of a per diem rate of $3.50 to be charged for summer day care services, effective July 1, 1976.

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VOTED: To recommend to the Board of Trustees that, if approved by the Building Authority, effective September 1, 1976, the new rate for dormitory room telephone charges in all Building Authority dormitories shall be $23.50 per semester, or $47 per year.

VOTED: To recommend to the Board of Trustees that the new rate for dormitory room telephone charges in all dormitories of the Residence Hall Trust Fund be $23.50 per semester, or $47 per year. These new rates shall be effective September 1, 1976.

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the Credentialing Trust Fund be and hereby is established with a fee schedule of:

A. $2 per credential set mailed (undergraduate)
B. $3 per credential set mailed (graduate & alumni)

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the Transcript Trust Fund be and hereby is established with a fee of $2.50 per transcript request.

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the Geology Microprobe Trust Fund be, and hereby is, established with a fee of $15/hour.

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the following schedule of rates be and hereby is established for the Campus Center Accommodation Services.

Fee Schedule

	Current Rate	Proposed Rate
Twin Bed Rooms (112 rooms)		
Single Occupancy	$15.00	$16.00
Double Occupancy	$20.00	$22.00
One Room Suites (2)		
Single or Double Occupancy	$24.00	$24.00
Two Room Suites (2)		
Single Occupancy	$30.00	$30.00
Double Occupancy	$35.00	$35.00
Student Rates (as available basis)	$10.75	$11.75

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Group reservations of 10 rooms or more may receive a minimum rate of $10 per room single occupancy or $15 per room double occupancy.

VOTED: To recommend to the Board of Trustees that, effective July 1, 1976, the fee for students participating in the Horseback Riding program be and hereby is established at $50 per semester.

The Late Registration Fee Trust Fund vote was deferred pending further review by Counsel.

With regard to the summer room reservation fee, Ms. Guttenberg and Trustee Cronin said that security conditions in the dormitories were not optimal and expressed their desire for better patrolling to safeguard students' belongings. Chancellor Bromery said that it was easier to secure the dormitories in the summer when they were closed rather than when there is partial access. The campus hopes to be able to store furniture in one or two residence halls and thereby maximize security.

Fidelity Bond Renewal

Treasurer Johnson then introduced Mr. Paul Cook of the Fidelity and Deposit Company of Maryland for a presentation with regard to renewal of the University's Fidelity Bond. This bond covers all employees of the University under a $250,000 Blanket Crime Policy. Mr. Cook recommended increasing coverage to $500,000 at a cost of an additional $486 per year. He further recommended first dollar coverage rather than a deductible since the University's fiscal system is based on trust funds which function on a self-supporting basis. The resultant higher premium is off-set by operational considerations. He added that his company rates the University administration as first class. However, an accumulation of small losses can erode the premium base despite excellent management. In order to pay for first dollar losses and to reflect the University's growth, the renewal premium is substantially higher. One way in which to reduce costs, he said, is to consider a reduction in cash exposures; if this can be done, the company will re-rate that section pertaining to cash exposure (although premiums are usually frozen for a three-year period), and thereby reduce the annual premium and revise the annual installment premium. For example, having a bank at the Campus Center would have a major impact in reducing cash exposure and thereby substantially benefit the University's premium rates. Chairman Carlson said that it was the sense of the Committee that anything which could be done to reduce the cash exposures should be explored. Both he and Treasurer Johnson concurred with the recommendation for higher coverage. Mr. Cook completed his report with a brief discussion of pending claims.

Treasurer Johnson then informed the Committee that the Executive Committee of the University of Massachusetts Foundation

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is recommending to its directors at its May meeting the establishment of deferred giving programs for the University including annuity programs, unitrust programs, and pooled income plans. All of the legal work has been accomplished on these including clearance from the IRS and the Securities and Exchange Commission. They will be offered immediately through a marketing program by the Associate Alumni Office at UM/Amherst.

There being no further business, the meeting was adjourned at 3:10 p.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

April 21, 1976; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Shaler; President Wood; Trustees Eddy, Cronin and Mr. Callahan representing Trustee Anrig; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustees Gordon, McNeil, Morgenthau and Okin

Other Trustees: Trustee Rothenburger

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Searson, General Counsel; Mr. Cooley, Assistant Vice President for Analytical Studies; Ms. Gill, Staff Assistant to the President; Mr. Cahill, Staff Assistant for Student Affairs

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Ms. Brennen, Director of Financial Aid

UM/Worcester: Dr. Hays, Professor of Community and Family Medicine

Guest: Margaret Zirker, UM/Boston student

The meeting was convened at 10:10 a.m. Chairman Shaler recognized President Wood to open discussion of the first agenda item, the proposed reaffirmation of the 1973 Codes of Student Conduct at UM/Amherst (Doc. T73-005) and UM/Boston (Doc. T73-006). The President sketched the history of the codes and the reasons for them. He stressed that the campuses had been in the process of developing new codes for a considerable length of time, well before the December and April meetings of the Board. Beyond this, the President said he felt strongly that a re-examination of the student affairs capability of the campuses as a whole was in order. He noted that the accreditation team which had recently completed its visit to the Medical School had called for an upgrading of the student affairs capability of the School, and he mentioned also the emphasis of the merger debate on student support services at UM/Boston. He continued that student Trustees had expressed concerns about student feelings of being disregarded and excluded from the governance process, and during a meeting with them he had stressed the need for the students to make a concerted effort to use the governance process rather than to address the Trustees directly on issues that concern them.

UM/Amherst, UM/Boston--Codes of Student Conduct (Docs. T73-005, T73-006)

This reaffirmation of the student codes would serve to accelerate the reactivation of governance concerns, and would reinvigorate the review committees which allow the Chancellors to make decisions about individual cases and to assure appropriate standards and forms of conduct. The President also asked whether it is desirable to have two separate codes of conduct rather than a University-wide code.

Chairman Shaler expressed his understanding that the reaffirmation of these codes would be necessary even had not the recent events happened. He then recognized Chancellor Bromery. The Chancellor explained that in 1973 or 1974 the Undergraduate Student Senate had devised a revision to the 1966 Code of Conduct (which had been revised in 1972), substantially changing the picketing provisions. The Faculty Senate had challenged the new provisions because they had included the right to picket in the faculty office corridors and in classrooms. He had agreed with this analysis and had charged the students and faculty to get together to try to work out their differences. But nothing had been accomplished.

Therefore, the Chancellor said, when the time came to make a decision on the Student Code of Conduct, he had concluded that the best thing to do would be to reaffirm the old code until such time as a new code can be developed which is acceptable to all parties. He believed that this would be difficult, however, since he understood the students and faculty to be farther apart than ever.

Chairman Shaler asked whether he had heard correctly that the Student Matters Committee of the Student Senate had been abolished. Trustee Cronin explained that a controversial process of internal reorganization had taken place within the Senate during the fall. As part of the process, several Committees had been in limbo, but continued to operate without a formal charge. The Chairman strongly urged that the Senate put its house in order and reconstitute these Committees. The students were constantly calling for more student consultation in University policy decisions, he said, but this was difficult to accomplish with the student governance structure in disarray.

President Wood again asked for comment on the relative advantages of one code versus three. Dr. Gage strongly opposed a universal code, since the three campuses were so different from one another. Counsel Searson pointed out that the University was a single institution, and he thought it preferable to have a single code with sections applicable to certain campuses. Chairman Shaler ventured a guess that the two codes were identical in most respects, anyway. Mr. Lynton suggested that a multicampus committee, consisting of the student affairs committees of each student body, could attempt to reconcile any inconsistencies between the codes.

A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees reaffirm and adopt the Code of Student Conduct, UM/Amherst, as set forth in Doc. T73-005; Motor Vehicle Rules and Regulations, UM/Amherst, as set forth in Doc. T75-155; and Rules and Regulations Relative to the Possession, Consumption and Sale of Alcoholic Beverages, UM/Amherst, as set forth in Doc. T74-081A.

Turning to the Boston code, the Chairman called on Chancellor Golino, who reported that a revision of the present code of conduct was in process. The campus Student Affairs Committee had approved a new code yesterday, and it will be considered next by the University Assembly. Chairman Shaler noted that the present code had been adopted before the position of Vice Chancellor for Student Affairs had been created, and that therefore the administration of the code had rested with the Chancellor. He said he assumed that its administration would now be delegated to the Vice Chancellor for Student Affairs.

A long discussion ensued about the problems and disadvantages of the UM/Boston governance system. Trustee Rothenburger wondered whether a separate student senate might be preferable, but then conceded that students' concerns might not be as effectively articulated as in a unicameral body. The Chancellor said the Assembly was not "a paragon of effectiveness," and said that some items had languished in the Assembly for more than a year.

A motion was made and seconded, and it was

VOTED: To recommend that the Board of Trustees reaffirm and adopt the Code of Student Conduct, UM/Boston, as set forth in Doc. T73-006; Motor Vehicle Rules, Regulations, and Traffic Signs, UM/Boston, as set forth in Doc. T74-045A; and Policies and Procedures Relative to the Consumption and Sale of Alcoholic Beverages, UM/Boston as set forth in Doc. T75-015A.

The Committee expressed the sense of the meeting as follows: that the reaffirmation of these codes was an interim measure to be supplanted by new codes currently pending on the campuses.

Dr. Hays was asked for his comments, and he said that, although there had never been problems with student conduct at the Medical School, it was clear that the campus should move in the direction of developing such a code. Chairman Shaler remarked that he was generally uninformed as to the ways in which student consensus is reached at the Worcester campus, and he asked that the Committee be given a report sometime in the fall about the process by which students' views are ascertained for purposes of governance.

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The Committee turned next to discussion of the proposed Need-Based Tuition Waiver Policy (Doc. T76-071). It was pointed out that the proposal had been discussed by the Committee on Budget and Finance for its fiscal implications, and would here be reviewed for its student affairs implications. The Executive Committee would make the final recommendation to the Board of Trustees.

Vice President Lynton introduced the proposal, reminding the Committee that when the Board had voted a phased tuition increase in December, it had made the vote conditional on a financial aid plan which would ensure that no student be denied access to the University because of the increase in tuition. The proposal before the Committee would set up a pool of tuition waivers which would be used as scholarships. He described this as the most flexible system which could be devised. The students would apply to the financial aid office, have their unmet need determined, and tuition waivers would then be allocated.

It was believed that a pool of about $250,000 would be adequate to reduce unmet need to manageable proportions or to zero. He said that it was likely that those deriving the greatest benefit from the proposal were not the lower-income bracket, which would be served by federal financial aid, but that group just above the lower-income bracket which would have insufficient resources. Mr. Lynton concluded by pointing out that the future of federal policy with regard to financial aid is uncertain. Therefore it was recommended that the Board adopt this tuition waiver policy on a one-year basis.

Chairman Shaler recalled that there had been emphatic assurances at the December meeting which had raised tuition that federal financial aid would be available in large quantity. Now it seemed, he said, that the federal picture was much cloudier than was stated at the time. Mr. Lynton replied that the picture was not cloudy for 1976-77; it was the following and subsequent years that were in doubt. Mr. Cooley added that the University expects to receive $1.2 million more in federal funds this year, but that the law expires in June, 1977. This is why the one-year term of the proposal is recommended.

Chairman Shaler recalled that the Trustees had tightened up the tuition waiver policy in 1975 because it was felt that the Legislature might be critical of the looseness with which waivers had sometimes been granted. The Trustees had then raised tuition, also to keep the Legislature happy, but now it was being proposed that the tuition waivers be more generously granted. How would the Legislature view this change?

Vice President Lynton said tuition waivers had never before been granted as financial aid, but primarily as compensation for service, such as teaching assistantships. Chancellor Bromery said he was certain the Legislature would have no quarrel with granting tuition waivers to persons genuinely in need.

Mr. Callahan said that whatever you chose to call it, this was, in fact, an expanded scholarship program using pooled financial aid resources.

Trustee Rothenburger said there was a problem on the Boston campus of getting information to students not eligible for federal financial aid. He said the campus newspaper and radio station were not adequate conduits of information, and he hoped there could be some kind of commitment to an effort to reach these students, and to supplement the staff in the financial aid office.

Vice President Lynton pointed out that this was not a new financial aid program, but an additional resource for the financial aid office to use. A student with an unmet need would still go to the financial aid office to see what help he or she could receive, and it would be for the office to assess the situation and make a determination as to whether a tuition waiver would be appropriate.

Ms. Brennen observed that 90 percent of the Student Resource Survey form which had been mailed to 7,800 UM/Boston students to help determine their unmet need had not been returned. She suggested that perhaps a letter from the President would help bring the availability of resources to the attention of students.

Trustee Cronin said that the SRS form had been distributed without explanation at UM/Amherst, and students did not know what it was for. This was why there had been such a low return on the mailing. He pledged the Student Government Association to lend its assistance to any effort to conduct another survey, with a better explanation of its purposes.

Dr. Gage agreed with the needs expressed, but said it was the responsibility of the campuses to administer the surveys and the financial aid policies. If the campuses need the help of the President, he said, then they should ask for it, but he felt that it was unwise for the President's office or the Board of Trustees to get involved at this stage.

Mr. Cooley remarked that it was expected that the federal government would provide, in addition to increased aid, increased resources to administer it. Dr. Gage said he hoped that the President would communicate to the Legislature the administrative pinch involved in administering these funds. The amount allocated for this purpose was pitifully inadequate. Chairman Shaler said he assumed that it was the consensus of this Committee that the Executive Committee would be asked for help in this regard.

There was no further business to come before the Committee, and the meeting was therefore adjourned at 11:15 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

April 21, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Spiller; President Wood; Trustees Burack, Clark, Eddy, Winthrop; Secretary Hardy; Miss Eichel, recorder

Absent Committee Members: Trustees Abrams, Dennis and Shearer

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. O'Leary, Assistant Counsel; Mr. Post, Assistant Vice President for Physical Planning

UM/Amherst: Chancellor Bromery; Mr. Littlefield, Director of Planning

UM/Boston: Chancellor Golino; Mr. Meehan, Director of Planning

UM/Worcester: Mr. Grieg, Director of the Physical Plant

Guest: Ms. Tehan, Executive Office of Educational Affairs

The meeting was called to order at 11:15 by Chairman Spiller. He referred briefly to the interference with the Trustees' April meeting at UM/Amherst, and the Committee's building inspection tour which had been scheduled that day. He suggested that the tour not be rescheduled until after the end of classes--if then.

UM/Boston--John F. Kennedy Library

Chairman Spiller then turned to the first agenda item, the John F. Kennedy Library land transfer, asking President Wood to comment. President Wood said that Senator Kennedy had issued a statement to the effect that the land breaking for the Library would take place on May 29, the birth date of the late President Kennedy. He said that in addition to the transfer of the land by the Commonwealth to the Library Corporation, the Corporation has to resolve the disposition of the Cambridge site. A decision must be made, he said, whether to have a simple land transfer or to incorporate both matters into one piece of legislation. He said that Senator Kennedy had indicated he would like the May 29 ceremony to be a community gathering. Chancellor Golino stated that the community, both Columbia Point and Dorchester residents, are eager to sponsor this celebration.

Mrs. Robinson said that the Kennedy family, the Library Corporation directors and the architects have now settled on a site in the northeast corner of the UM/Boston property. The land

parcel to be transferred consists of 9.5 acres above the high water mark and possibly three acres of tidal flats. Access to the Library will be via campus accesss roads with necessary modifications. The land for the Library will be transferred to the General Services Administration, under a legislative statute "authorizing and directing" the Trustees of the University to make the conveyance. Mrs. Robinson said it is hoped that the actual transfer can be made either before or at the time of the ceremony. There being no further discussion, on motion made and seconded, it was

VOTED: In accordance with the provisions of a special act of the Legislature (enacted or pending), to recommend to the Board of Trustees that it authorize the President of the University to execute a deed and such other documents as may be necessary to effectuate a conveyance of the parcel of land at the Harbor Campus described in the Act to the United States of America to provide a site for the presidential archival depository of the John Fitzgerald Kennedy Library.

State Archives Proposal

President Wood said that Secretary of State Guzzi has moved forward with plans for building the State Archives at UM/Boston, but that the scarcity of money is a problem. Mrs. Robinson added that the Boston Redevelopment Authority is working with the Archives Building Commission and that a brochure has been published, copies of which she distributed to the Committee. She said that the site and design shown in the brochure is simply a preliminary concept and that the final site would still have to be determined in relationship to the new site for the Kennedy Library. Trustee Burack suggested that the Archives should be located as near to the campus as feasible for the convenience of students and faculty who will use the facility.

With regard to other developments at Columbia Point, Mrs. Robinson said that the architect for the Boston Housing Authority had selected an $8 million modernization project. He will prepare plans for a prototype building and then estimates will be prepared on how many buildings will be included. Chancellor Golino commented that the isolation of the current housing project residents has contributed to the untenable conditions there.

Pumphouse

At the request of Chairman Spiller, Chancellor Golino brought the Committee up to date on the proposal for renovating the "Pumphouse"--more formally the Calf Pasture Pumping Station--as a facility for combined University/Community use. The building, he said, has historic interest and would complement the Kennedy Library and the State Archives as well as the UM/Boston campus. The campus, he said, is presently looking for ways to fund renovations to the building, indicating that the work would probably have to be privately funded.

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Busway

Chairman Spiller next asked for a brief report on the proposed busway. Mrs. Robinson informed the Committee that Mr. Post and Mr. Meehan had been working with the Department of Public Works on a proposal by the Executive Office of Transportation for a bus-only road between Mt. Vernon Street and the campus perimeter road. Such a road would permit MBTA buses from Forest Hills to serve the Columbia Point community as well as the campus, and present service on Route 8 to include the campus when classes are in session. A mechanically operated gate is proposed so as to prohibit other traffic on the road. Buses from Forest Hills would come into the campus in the morning via the current access road and leave the campus via Mt. Vernon Street, reversing the process in the afternoon. Mrs. Robinson said that a number of students now walk over to Mt. Vernon Street to get the bus to Andrew Station and she believes the busway would have a potential advantage for the campus. Trustee Clark asked what sort of communication had taken place with members of the community since she said originally residents in the housing project were concerned about UM/Boston traffic on Mt. Vernon Street. Chairman Spiller commented that the University should look at the EOTC proposal from the position of how it affects students and should weigh the advantages against the risks involved. Trustee Clark felt the route would be of more value to visitors to the Kennedy Library than to UM/Boston students. Chancellor Golino said that although the benefits to the campus are small, he is of the opinion that the busway should be given a trial. Since the proposal anticipates stops in the housing project, he feels it would tend to lessen the sense of isolation felt by people living there.

It was the consensus of the Committee that the proposal should be given further consideration before a decision was made to endorse the project since there were serious reservations as to its effect on the campus. Trustee Winthrop suggested that information be provided listing the advantages and disadvantages of the busway from the point of view of the University.

Chairman Spiller then asked for status reports on the selection of designers for various projects.

Selection of Designers

Mr. Meehan reported first on the problem of corrosion in the airconditioning system at the Harbor Campus. He said that two respected designers in this field had been ranked first and second by the designer selection board. One of these, Francis Associates, has been chosen to study the redesign of the system. Funds have been requested in the capital outlay budget to cover the cost of these repairs.

Mr. Littlefield reported on three projects at UM/Amherst now before the designer selection board. With regard to the Marine Science Station at Gloucester, a designer will be

chosen for the repairs to the dock and the seawall, and the renovation and construction of limited instructional and research facilities. He noted that adjacent property owners are very much concerned as to how this site is developed. A designer will also be chosen for certain renovations to increase access to UM/Amherst buildings by handicapped persons. He said that $160,000 had been allotted by the Commonwealth to the campus for design and construction purposes.

Mr. Littlefield then informed the Committee that $2 million has been included in the "most urgent" capital budget for renovations at UM/Amherst, and an architect will be appointed to do a feasibility study to determine how this amount of money can be put to the most effective use in renovations to the Goodell Building.

Building Authority Bond Issue

Chairman Spiller asked next for a report on the University of Massachusetts Building Authority bond issue. Mr. Post responded that the Building Authority had successfully negotiated a bond sale for Project #11, the Campus Center, at a rate of 7.48 percent. A portion of the costs of Project #14, Fraternity/Sorority Park, was part of this sale, and this project has now been terminated by the Building Authority.

UM/Amherst--Bus Transit Agreement/Storage Facility (Doc. T76-074)

The next item to be discussed, said Chairman Spiller, was the matter of the Bus Transit Agreement/Storage Facility--UM/Amherst (Doc. T76-074). He asked Mr. Littlefield to report on this item. Mr. Littlefield said that the campus bus shuttle system had been originated by the students, and had later been supplemented by a demonstration grant from the federal government with the intent of providing a pedestrian core on the campus. The shuttle bus system and the service provided by the demonstration grant had been successful in lessening both the amount of vehicular traffic on campus and in the town of Amherst. The buses were originally owned 1/3 by the University and 2/3 by the government. Now, he said, the University would like to take ownership of the buses and the storage facility and to use state transit money rather than the operating budget. The law is such that in order to do this, the University must ask the town of Amherst to join with the University in requesting the Pioneer Valley Transit Authority to hire the University to provide bus service to the town and the campus. The town is in favor of the proposal as long as it has the assurance of the University that the town will incur no cost. Trustee Eddy stated that the town is supportive of the proposal and that she had prepared a statement to that effect, which included two very important codicils - 1) that when the town is billed for the bus service, the University will reimburse the town, and 2) that the level of service will remain at the present level or be enhanced. She added that one of the positive effects of the bus system had been the reduction in the number of people hitchhiking through the town. She said that the town also supports the no-fare system, but that she felt it might create

problems with the PVTA and the state. There being no further discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Chancellor of the University of Massachusetts at Amherst, in consultation with the President of the University, to negotiate and execute an agreement with the Town of Amherst, to submit with the Town of Amherst a joint petition to the Pioneer Valley Transit Authority for the funding and operation of a transit system, and to negotiate and execute operating contracts with the Pioneer Valley Transit Authority to provide bus services as described in the agreement with the Town of Amherst, the joint petition and Trustee Document T76-074.

VOTED: To recommend to the Board of Trustees that it authorize the Chancellor of the University of Massachusetts at Amherst, in consultation with the President of the University, to negotiate with the Pioneer Valley Transit Authority for the submission of an application for funds to acquire buses to replace and expand the existing bus fleet, for the construction of a bus maintenance facility, and for the use of land at the Amherst Campus for the construction and operation of said bus maintenance facility, as described in Trustee Document T76-074.

UM/Amherst--DPW By-pass

Mr. Littlefield next reported on the status of negotiations for the DPW by-pass at UM/Amherst, whereby a section of North Pleasant Street which runs through the campus would be closed to vehicular traffic. He said that a new source of opposition to the by-pass has recently developed in the community and the matter will come to an Amherst town meeting in May. He said this would be the sixth time in a period of eight years that this matter will have come to a town meeting. The current proposal is a compromise between a proposal by the Town, the DPW and the University. He said that an environmental impact study had taken three years, but was now completed. In the meantime, conditions in the town had changed, as had the town officers. Trustee Eddy said that the Town had been supportive of the by-pass, but the recent elections may mean a change in the posture of the Town, and the proposal was again in question.

UM/Worcester--Energy Conservation

Chairman Spiller asked Mr. Grieg to report on energy conservation measures at UM/Worcester. Mr. Grieg said that the administration at the Medical Center has proposed an alternative approach to the problem of incompatibility in the supervisory

data systems of the Medical School and Hospital. This approach would be less costly than that proposed by BBC. He said that Commonwealth Gas has indicated that gas service will be restored to the Medical Center later in the spring, which should permit fuel cost savings.

In response to a query regarding the site work, Mr. Grieg said that the contractor should be finished with the south parking lot by May 20, and the landscaping will be in place during the summer.

UM/Amherst--
Fine Arts
Center

Chairman Spiller said that although this completed the formal agenda, Mrs. Robinson had been requested by Trustee Rowland, Chairman of the Long-Range Planning Committee, to ask for a report from the Buildings and Grounds Committee on the status of various items at the Fine Arts Center since the Long-Range Planning Committee would soon be meeting with members of the Advisory Council on the Fine Arts.

Mr. Littlefield reported that there were still some unresolved problems. The hydraulic lift to the stage in the concert hall was not functioning properly, there were leaks in the heating system which caused heating problems in some of the music rooms, and the lighting and sound contracts were still not completed. The lighting contract, however, had been successfully bid, and there should, therefore, be money for the sound contract.

There being no further business, the meeting was adjourned at 1:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

April 21, 1976; 1:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Troy, President Wood; Trustees Breyer, Burack, Cronin, Morgenthau, Shaler, Winthrop and Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, recorder

Committee Members Absent: None

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Kaplan, Assistant Vice President for Organization and Management; Ms. Frankel, Staff Assistant for Management and Business Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Wilkinson, Faculty Representative; Professor Mainzer, Chairman of the Committee on Campus-Central Office Relations

UM/Boston: Chancellor Golino

UM/Worcester: Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Hittelman, Acting Faculty Representative

Guests: Mr. Kenneth Somers, UM/Amherst student; Ms. Susan Tehan, Executive Office of Educational Affairs

Centralization and Organization of the University

The meeting was called to order at 1:10 p.m. The first item of business was a discussion of faculty reports on Centralization and Organization within the University. President Wood reviewed for the Committee the Board votes inspired by the Hay Report which implemented some aspects of the Report on an interim basis. The results of those votes were: certain executive salary policies were applied to senior executive positions; The Advisory Committee on Measurement and The Evaluation Review Committee were formed but have not met; and the Organization Design Review Committee was formed and has met on several important matters. He described some structural changes relating to MIS/ADP, the Treasurer's Office, and the hiring of the Vice President for Management and Business Affairs. President Wood concluded by saying that Congressman Conte's action in releasing a draft HEW report on the audit of federal grants to the School of Education showed that there was still concern in some quarters

about the administration of the University. He said he had conveyed his concern at the Congressman's action, since the report was only a draft, and since its findings are still subject to discussion. He then asked Vice President Janis to speak to the Committee.

Mr. Janis said he had met with the UM/Boston Special Committee on Campus-President Relations, the Council of Deans at UM/Amherst and the Rules Committee of the UM/Amherst Faculty Senate for the purpose of discussion and exchanging views on the issue of centralization. He then set forth four principles in his approach to business management in the University: first, that each Chancellor must have available to him on his own campus the resources necessary to administer his own institution effectively; second, that the Chancellor should be free from day-to-day business in order to deal with the primary mission of the campus; third, that the President's office and campuses need to work closely together to build strong university-wide business subsystems (which would entail the appointment on each campus of a vice chancellor for administration and finance); and fourth, that the Board of Trustees' mandate for increased accountability requires a clear understanding of who is responsible at each management level and what is expected.

Mr. Janis then discussed six business functions--automated data processing and management information systems; accounting; grants and contracts administration; purchasing; budgeting; and personnel/payroll--and situated them on a centralization/decentralization continuum. The first three he placed near the centralization end of the continuum, and the last three he placed closer to the opposite end. He stressed that these positions were approximate and subject to different interpretation, but he believed that they fit properly where he had placed them.

Chairman Troy asked how many new positions would be needed. Mr. Janis replied that he was seeking at present an associate vice president for business services to assist in accounting, audit, purchasing, grants and contracts and auxiliary enterprises. He said he would need two or three more people in his own office as well. Some additional personnel might also be required for common services outside the President's office relative to ADP/MIS. He said, in addition, that he planned to make a strong argument, at the appropriate time and place, for considerably greater resources in the accounting and auditing area. This was essential, he said, especially in light of the draft HEW audit report. Some areas, he said, were being adequately administered at present--the accounting of state funds, for one--while other areas were in need of upgraded administration. He cited the area of grants and contracts as an example of the latter. The greatest obstacle to this upgrading was insufficient resources.

Trustee Burack said she had carefully read all of the material which had been sent to her on the question of centralization. She had found Mr. Janis's presentation interesting, but she felt that it had nothing to do with the organization of academic matters, which she had thought was a central faculty concern. Chairman Troy agreed that the matters discussed by Mr. Janis were not central to the issues with which this Committee was concerned, but he did find them useful. Professor Wilkinson, however, disagreed with the Chairman, and said that he believed these matters to be crucial, and said he hoped they could be tied in with the more explicit concerns in the faculty reports.

Trustee Morgenthau asked why no UM/Boston faculty representative was present. She said faculty governance was the reason that the issue of centralization had been raised before this Committee, and she wondered how it would be possible to proceed. Chancellor Golino explained that Professor Marshall, the former faculty representative, had resigned and no replacement had yet been named by the faculty, which was scheduled to meet for this purpose in a week. He said that Mrs. Marshall had also been concerned that there be faculty representation at this meeting, and she had personally called each member of the UM/Boston Special Committee on Campus-President Relations, but that none of the members were able to attend. She had indicated in her letter of resignation to the faculty, Secretary Hardy added, that this matter would be before this Committee and that a faculty representative should be present.

Chairman Troy praised the Committee reports which had been circulated, and suggested that the Committee might aim today at the establishment of a multicampus committee to discuss the points which had been raised in the reports; he did not feel that it was appropriate for this Committee to try to address the details. Chancellor Golino observed that the UM/Boston report had called for such a multicampus committee. Chairman Troy asked whether Professors Wilkinson or Hittelman wished to reply to this suggestion.

Professor Wilkinson asked to respond to a different issue. He observed that this was the Faculty and Educational Policy Committee, but that neither the President nor Mr. Janis had once mentioned the teaching function of a University in their statements on management and business affairs. Teaching and research should be the heart of the University operation and the management aspect, while important, should be of concern to this Committee insofar as there is direct faculty participation in the allocation of resources to them. He expressed concern that such resources not be "taken off the top," and that the administrative function be given some kind of priority ranking with respect to the teaching function when the allocation of resources is made. He continued that there is a tendency for

faculty to distrust administrators and vice versa, and the faculty report had specifically called for greater harmony and trust between the two interests. His purpose here, he said, was not to continue to kick the administration, but to make the point that allocations of resources to administration should not be based on the assumption that it is possible to completely and clearly separate the managerial, accounting function from the classroom function. He described this assumption as dangerous.

Mr. Janis responded that he had thought, when he made the point that the Chancellors should be free of day-to-day managerial decisions, that his acknowledgement of the primary importance of the academic mission was implied. Mismanagement, he said, could have the effect of damaging academic freedom.

Trustee Burack said she was puzzled. When the Trustees had met with the Rules Committee of the Faculty Senate, Secretary Booth had called for a discussion of the "academic concerns" of the Hay Report. She expressed her displeasure that this discussion had been delayed a great length of time.

Chairman Troy stated that these concerns had been discussed; the faculties had made oral reports at the November meeting of the Committee, and he himself had made a full report at the February Board meeting. He again offered the view that it was not possible for this Committee to resolve the specific faculty concerns articulated in these reports. President Wood reminded the Committee that the Hay Report was not directed toward academic concerns. In his view, the faculty's real concern was with faculty participation in the planning and budgetary aspects of governance. The question, he said, was how to address this problem.

Trustee Breyer agreed that the Hay Report is about management, and he said that Mr. Janis's report had been interesting, but he suggested that the real controversy lay in many small faculty irritations which were not manifest in the faculty reports. The seventeen points for discussion listed in the UM/Amherst report were very general, he said, and it would be difficult for this Committee to intelligently discuss more than a few of them because they were not accompanied by clear options. It was necessary, in his view, for the campuses and the President to get together and formulate options which could form the basis of the Committee's deliberations. As an example, he cited the statement in the Hay Report (page 70, #4) that the role of the Academic Vice President should grow. He sensed that this concept was worrisome to the faculty, but he doubted whether the Committee could say much about it without the information necessary for determining whether it was a good or bad development.

Chancellor Bromery said that the faculty was not really concerned as to whether the data management system was located

on the campus or in the Office of the President; what they were concerned about was the possibility that the system could grow swiftly, that they would have no influence over decisions as to how much would be allocated to it, and that they would receive the leftovers for academic programs. He added that, while the Committee could discuss the seventeen points in the Amherst faculty's report, if this allocation decision question could be resolved, the others would be for the most part eliminated.

Vice President Lynton pointed out that there was a natural tension between faculty and administration, whether within a campus or between campus and central office, but that it could be a creative tension. He suspected that the faculty felt that it was better able to maintain this creative tension on the campus because of proximity and because there were mechanisms for both formal and informal faculty participation on the campus. He suggested the faculty felt, however, that there were not adequate mechanisms for direct participation in the informal decision-making process at the University level. There was no "solution" to this problem, he said, but perhaps it would be possible to take steps to enhance the faculty presence at the University level, such as with a multicampus campus-central office relations committee or by improved faculty representation to the Board.

Mrs. Bluestone offered a medical analogy. Physicians, she said, tend to think that administrative functions happen magically: that a patient appears at the door and there are space and supplies adequate for his needs, and that nobody has to think about how this is to happen. But at the same time, they are inclined to complain if they think there are too many administrators or if too much money is being allocated to administrative functions. This, she said, is what appears to be happening here. Faculty want certain things to happen and don't want to be preoccupied with the housekeeping arrangements, but they can only complain about their fears, in part because of lack of information.

She doubted that this Committee, or indeed a multicampus committee, could solve this problem. What is needed, she suggested, is for an educational process to take place on the campuses so that the administrators and the faculty each understand the necessary roles of the other. In this way, an administrator can become a strong advocate of a program if he or she is involved with planning from the start, and at the same time the faculty can come to understand what is necessary administratively for a program to be successful. But she doubted that another committee would be serviceable.

Responding to Mr. Lynton's suggestion, Trustee Morgenthau said that communication was only one part of the problem; the other part was power. She said she had been struck, when

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she had joined the Board of Trustees, at how much more power in public universities was in the hands of administrators than in private universities. President Wood interposed here the remark that it was not just a public-private difference, but a difference based on stage of development and on whether a university had one campus or several. Trustee Morgenthau continued that she was concerned about the different types of processes and about the speed with which the University's processes were "going helter-skelter toward crucial decisions fundamentally altering power relationships without an adequate flow of communication back and forth." This breakdown in communication, she said, and the lack of understanding of the necessity for these decisions had led to the strong feelings expressed.

Trustee Morgenthau said the lack of UM/Boston faculty representation at this meeting demonstrated how thin the contact between the faculties and the central office and Board of Trustees was. Documents alone, she added, sometimes serve only to obscure communication. She requested, then, that two or three alternative formulae for faculty representation be presented to this Committee.

Trustee Cronin wondered whether this Committee should discuss the Harrington bill to reorganize public higher education, since that might make moot all the issues under discussion at this meeting. The President responded that it was important to separate University governance from the proposals for reorganization. He observed that the University's governance system was much farther along in terms of student and faculty participation than those of the other segments of higher education.

Professor Mainzer was recognized, and he reiterated the position that administration and academic matters were not separable. The faculty's concern, he said, was about how to get the proper relationship between the faculty and the central office. He expressed approval of the Chairman's suggestion for a multicampus committee on campus-central office relations.

Trustee Burack said that such a committee should discuss the substance of these issues, and not just mechanisms. It should have a clear agenda, and the Trustee Committee should make clear what it wants to come out of such discussions.

Trustee Breyer offered a hypothetical situation as an illustration of the issue. When a tenured faculty member in a certain academic department retires or resigns, by what mechanism is the decision made as to whether the slot will be filled in that department, in another department or in another college of the University? He described several model methods used by different universities, and observed that there was a protectionist instinct among all faculty which made it unwise for those with a vested interest to make the decision, particularly in times of fiscal stringency. What then was the best method, he

asked, for ensuring that the best choice is made from the educational point of view? This was the critical issue here, he said, and it was not possible to answer it by reference to such broad generalities as being for or against centralization.

A long discussion then ensued about problems of governance on the Boston campus, about possibilities for informal contacts between Trustees and faculty and the hazards thereof, and of the necessity for student participation in the proposed new multicampus committee. On the second point, Trustee Shaler said he would welcome such contacts, as long as they were informal sessions and not problem-solving sessions. To this Trustee Morgenthau responded that she suspected informal sessions were often the means by which problems were solved.

Trustee Cronin stated that students tend to see Trustees as lofty, distant persons, and that contacts between Trustees and students could address general issues without necessarily resolving specific issues. Chairman Troy replied by urging the student Trustees to report fairly and accurately the frequently narrow constraints within which the Trustees must make their decisions. If they fail to do this, he said, the ill will which results can damage the University irreparably.

Summarizing the expectations of the Committee, the Chairman reiterated that the campuses would make recommendations for the enhancement of faculty representation to the Board of Trustees. He recommended also that the faculties discuss and debate the possibility of setting up a multicampus committee to consider these issues. The campus committees could continue to meet, he proposed, but then would meet with their counterparts on the other campuses. Chancellor Bromery proposed that the several faculties get together and set up a subcommittee which would design a mandate for the multicampus committee. This mandate would be brought to the Committee on Faculty and Educational Policy at its June meeting.

President Wood said that communication will not work at any level if it is exclusive. Trustees will be overwhelmed with information if they do not have the benefit of a hierarchical process. Further, the Chancellors' positions will be undermined if they become more conveyors of information from campus groups.

Finally the President, as a personal comment reflecting his individual professional views as to the character of the Amherst faculty report and appended questions, indicated his deep disappointment in the quality of analysis and prescriptions. In his view, the maintenance of conditions of mutual trust and respect which the report adopted as a central theme seemed difficult to realize, when the subsequent exposition was marred by internal contradictions within the report itself. Trust and

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respect were also marred by the use of inappropriate analysis drawn from government and business, the omission of specific information about university administration which was easily obtainable, and the introduction of normative and personal commentary which unfortunately was often of an implicit character that sometimes bordered on innuendo. He hoped that the new Multicampus Committee, which he said he both recommended and supported, could go about its work with a more substantial regard for academic standards.

As the discussion concluded, Trustee Burack commended Chairman Troy for the openness with which he had conducted the meeting.

UM/Amherst--Departmental Transfer and Name Changes (Docs. T76-068, T76-069, T76-070)

The Chairman turned next to three changes in academic organization on the Amherst campus: Ph.D. Program in Spanish (Doc. T76-068), Transfer of Dance (Doc. T76-069) and Department of Mechanical and Aerospace Engineering (Doc. T76-070). The first and third items were name changes, and the second was approval of a change already carried out administratively at the Trustees' request. There was no discussion and, upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees redesignate the Five-College Cooperative Ph.D. Program in Spanish as the University of Massachusetts/Amherst Ph.D. Program in Spanish, as set forth in Doc. T76-068.

VOTED: To recommend that the Board of Trustees approve the transfer of the Dance program of the University of Massachusetts at Amherst from the School of Physical Education to the Faculty of Humanities and Fine Arts, as set forth in Doc. T76-069. To recommend further that the Department of Music be redesignated the Department of Music and Dance, and that the Department of Professional Preparation in Physical Education and Dance be redesignated the Department of Professional Preparation in Physical Education.

VOTED: To recommend that the Board of Trustees redesignate the Department of Mechanical and Aerospace Engineering in the School of Engineering at the University of Massachusetts at Amherst as the Department of Mechanical Engineering, as set forth in Doc. T76-070.

UM/Amherst--Preliminary Graduation Lists (Doc. T76-075)

The final item was approval of Preliminary Graduation Lists for May 1976 on the Amherst campus (Doc. T76-075). Upon motion made and seconded, it was

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VOTED: To recommend that the Board of Trustees approve the Preliminary Graduation Lists for the May 1976 commencement at the University of Massachusetts at Amherst, as set forth in Doc. T76-075, subject to the completion of all requirements as certified by the Recorder of that campus.

There was no further business to come before the Committee, and the meeting was adjourned at 3:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

May 4, 1976; 3:00 p.m.
Fourteenth Floor Conference Room
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Gordon, Robertson, Rowland, Spiller and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Absent Committee Members: Trustee Shaler

Other Trustees: Trustees Cronin, Rothenburger, McNeil and Mr. Callahan representing Trustee Anrig

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Bench, Assistant Counsel; Mr. Cass, Special Assistant to the President; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Dent, Director of Financial Aid

UM/Boston: Chancellor Golino; Professor Gaffney, Faculty Observer

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost

Guests: Ms. Theresa Conti, UM/Boston Student Trustee-elect; Mr. Kirstein, UM/Boston Student Trustee staff; Ms. Tehan, Executive Office of Educational Affairs

Need-Based Tuition Waivers (Doc. T76-071)

The meeting was called to order at 3:06 p.m. Chairman Healey recognized President Wood, who addressed the first matter, a proposed Need-Based Tuition Waiver Policy (Doc. T76-071). The President recalled that the Board of Trustees had included, as part of the December 1975 vote raising tuition, a condition that incremental raises would not begin until the Trustees had approved a financial aid program to provide for student needs. The process of doing this had included the development of projections on the extent of unmet need, the sources of financial aid presently available, etc. It had been ascertained, he said, that the Basic Opportunity Grants and other existing aid programs funded by the federal government would cover the needs of the lowest income groups and the majority of students eligible for financial aid while the needs of the students ineligible for the BOG's and other federal and state programs--particularly middle-income students--could be met by the use of tuition waivers.

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The President said that work to identify needs and resources should continue, but that the proposed one-year policy was adequate in its present form. He then asked Mrs. Hanson to elaborate the program further.

Mrs. Hanson said that the plan, which proposed the allocation of tuition waivers for use by financial aid offices, had been drafted cooperatively by the President's Office and the campuses. It had been reviewed in its formative stages by the Multicampus Budget Committee, and later by the Trustee Budget and Finance Committee, in both instances without substantial disagreement. She reported what she described as good news with respect to federal financial aid in FY 1977: an expected $1.2 million increase for the University over FY 1976. She said she expected that bills would be filed in Congress after the elections to re-establish multi-year programs and that, when these are enacted, it will be possible to present the Trustees with a more long-range financial aid program, sometime in the spring of 1977.

Speaking to the projected $1.2 million increase in federal aid, Trustee Rowland asked whether she was correct in understanding that this increase was made possible by the conditional raise in tuition in December. Mrs. Hanson replied affirmatively, and said that as a result of the December vote, the President's Office was able to amend its application for aid in time to meet the deadline. Chairman Healey commented that this was one of the reasons that the Board of Trustees had had to raise tuition when it had.

Mrs. Hanson asked Mr. Dent to explain the use of waivers in the financial aid process. Mr. Dent reported that his office had received about 11,000 financial aid applications to date. The office would review the students' resources carefully, and would provide as much aid as possible from standard sources. If these resources proved inadequate to cover a student's need, a tuition waiver could then be provided. In other words, the waivers would be used in the same way as other resources, but would be used to fill the gap when others were exhausted.

Mrs. Hanson explained that certain categories of courtesy waivers contained in Doc. T75-075B would need to be reviewed again next year in the process of developing a comprehensive tuition waiver policy. But she stressed that the $250,000 worth of waived tuition was a new resource above existing, non-need based waivers. Chairman Healey commented that the Trustees would have to conduct a comprehensive review of all types of waivers presently being granted. The President added a point of clarification: that need-based waivers could be granted only to resident students.

Chancellor Golino informed the Committee that the foreign students on the Boston campus had asked him to relay to the Committee their serious plight. He said he was aware of, and was

grateful for, the action of the Board on January 7, 1976, in relieving the problems of some foreign students (see Executive minutes of January 7, 1976), but said there were still serious problems. Trustee Robertson asked for further information about this, and Mrs. Hanson explained that only nonstate scholarship funds could be used for foreign students. She said that the allocation of the limited funds available for such students should be determined by the campuses. She agreed it would be difficult to maintain the foreign students already at the University, and said the University was writing to the foreign governments in an effort to get some help for the students. The Chancellor said forty to fifty foreign students were in a very precarious position. Some, he said, do not have enough money to return home.

President Wood alluded to the rising barriers of state universities against nonresident students. He said this phenomenon was evidence of an increasing and deplorable provincialism.

Trustee Cronin asked whether it would be possible to revise this proposed policy annually, and the Chairman answered that, while the Board has committed itself to restudy the policy in 1977, it could not place such a commitment on a future Board.

Professor Smith said that a group of medical students had asked him to relay a memorandum to the Committee. The substance of the memorandum was that the medical students were appreciative of the tuition waiver aid being extended to them by this policy, but that serious problems in financial aid for medical students remained. He commented that the Medical School has forty students with debts in excess of $5,000.

Mrs. Hanson said that first-year medical students could expect relief in that an increase is expected in the amount of National Direct Student Loans. When these funds are being distributed across the campuses, she said, the President's Office can ensure that an increase is allocated to the Medical School which would take up slack created by the elimination of the Health Professions Loan programs.

As a final point of information on tuition waivers, Mr. Lynton revealed that, as a result of the tuition waiver policy adopted by the Board in February 1975 (Doc. T75-075B), $700,000 less in tuition waivers as compensation had been granted in the current academic year than in the previous year.

There was no further discussion, and it was

VOTED: To recommend to the Board of Trustees that it establish and approve a program of financial need-based tuition waivers to be administered by the Financial Aid Offices in accordance with the guidelines set forth in Trustee Document

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T76-071 provided that the standard need analysis referred to on page 12 of said document shall conform to federally approved procedures; further that said program shall be reviewed as part of an overall review of University tuition waiver programs and shall be revised as appropriate.

UM/Amherst--Dean of College of Food and Natural Resources (Doc. T76-076)

The next matter was the proposed Appointment of Ross Whaley as Dean of the College of Food and Natural Resources at UM/Amherst (Doc. T76-076). Vice President Lynton said that Dr. Whaley, presently Head of the Department of Landscape Architecture, was one of the outstanding faculty members on the Amherst campus, and added that the campus had been fortunate in being able to retain him and appoint him to this position, since he had had attractive offers from the State of Colorado and from Purdue University. Chancellor Bromery reported that this position was extremely important in that it interfaced with the Farm Bureau and the state Extension Service. Dr. Whaley had held meetings with Commissioner Winthrop and with the Farm Bureau, said the Chancellor, and they were supportive of this appointment.

President Wood underscored the previous remarks and said that, while this appointment represented a departure from the usual recruitment approach for such positions, the bridge between the College of Food and Natural Resources and other professional schools such as landscape architecture was a healthy development.

Proceeding from this appointment, the President informed the Committee that he would be placing before it at its June meeting a proposal for an executive compensation policy for the University administration. He noted in this context three sets of pressures which come to bear on this issue: (1) the gradual closing of the gap for compensation between senior professors and deans and other principal academic officers that came about as a result of increases in faculty compensation in recent years, (2) the need to establish differentials, at least between department heads and deans, in order to successfully recruit deans in the future, and (3) the effects of these increases on the interface between deans and vice chancellors, between vice chancellors and between chancellors and other senior administrative officers.

There was no other comment and, upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur with the President in the appointment by the Chancellor of the University of Massachusetts at Amherst of Dr. Ross S. Whaley as Dean of the College of Food and Natural Resources, Director of the Experiment Station and Director of the Extension Service effective August 1, 1976.

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UM/Amherst, UM/Boston Codes of Student Conduct (Docs. T73-005, T73-006)

The Chairman then turned to the proposed ratification of the Codes of Student Conduct at UM/Amherst and UM/Boston (Docs. T73-005, T73-006). President Wood cited three incidents which had revived efforts to put into effect up-to-date codes of student conduct: (1) the character of recent Board meetings, (2) the emphasis in the UM/Worcester accreditation committee's report on the need to upgrade student affairs services, and (3) the heavy stress during the UM/Boston merger debate on the need to safeguard student support services.

The President continued that there are differences between the Amherst and Boston codes but that they are in agreement in major respects. The campuses had indicated the importance of maintaining separate codes, he said, in view of the difference between them, but counsel had suggested the desirability of composing a single code which contained within itself sections which take into account the differences between the two campuses. Worcester also, he said, ought to move to develop such a code.

President Wood added that this reaffirmation would be of an interim nature, since the campuses were working on new codes to bring to the Trustees. These codes, he added, had been originally voted in 1966 and slightly revised in 1972.

He then called on Chancellor Bromery. Chancellor Bromery reported that the students had devised a new student code in 1973 which substantially changed provisions for picketing. Certain aspects of these changes had provoked faculty opposition which he had felt compelled to support. The students and faculty had endeavored to iron out their differences, but had not yet done so. On the subject of a single code, the Chancellor agreed with the concept, but suggested that such would be the proper charge to a multicampus committee.

Conduct of Trustee Meetings

Trustee Spiller asked Chancellor Bromery for a summarized comment with respect to the events at the April 7 Board meeting. The Chancellor said that his forthcoming recommendations would be forward-looking, dwelling mainly on what should be done in the future rather than on what should or should not have been done in the past.

The Chancellor said that there needed to be a greater awareness on the campus that there was a procedure by which matters of interest could be brought to the Board's attention. There needs to be an understanding that having input into Trustee deliberations does not necessarily mean that the Trustees must agree with the advice given. There are some on the campuses, he said, who have a simplistic idea of power: they think that since Chapter 75 gives all power to the Trustees that they need not bother with the levels of authority in between. People need to realize that "end-running" the Chancellor is an unworkable tactic for the realization of student or faculty objectives. They need

to realize that a meeting of the Board of Trustees is not a New England Town Meeting.

Chairman Healey stated that the Board had understood the need for some mechanism by which campus constituencies could have input into the policy-approval process. A compromise solution had been the liaison committee route, which had been modified and reaffirmed at the March meeting. Chairman Healey said he was distressed at the deterioration in the character of Board meetings, that meetings had been taken over by audience participation. Board meetings had become like a lightning rod, he said, and until he received absolute assurance that meetings could be held on the campuses in an orderly fashion, meetings would be held elsewhere. He said a cooling-off period was needed.

Chancellor Bromery said that part of the problem lay in the lack of understanding on the part of many that there is, in fact, considerable participation in Trustee deliberation. He said the student leaders were aware that this was so, but there seemed to be insufficient filtering down of this information to the students as a whole. People don't realize how much participation by constituencies does take place, he said.

Trustee Cronin reported that he had tried to make the point to students that the real work of the Trustees is done in the Committees, not before the full meeting of the Board. One problem was the difficulty of getting information prior to the Committee meetings so that the students could study it and offer viable alternatives, when necessary. Another problem was the view of many students that the governance system doesn't work. He added that there is always a great deal of disrespect for the Student Government Association on the part of some parts of the student body, and said the SGA cannot be held responsible for the actions of an unofficial minority.

Trustee Spiller mentioned a recent direct mailing to Trustees of a set of demands signed by the President of the Graduate Student Senate, the Speaker of the Undergraduate Student Senate and others. He stated in the strongest terms his intention as a Trustee never to respond to any document prefaced with the phrase, "We demand." He said that the Trustees should take a strong stand on this.

A long discussion followed about the proper response, if any, which the Trustees should make to communications of this kind, and about the status of the communication. Trustee Cronin confirmed that the document had been voted by the Student Senate, and that it was therefore official and did not represent merely the personal views of the signatories. Chancellor Bromery pointed out that this document had not been officially transmitted to him through the governance procedure, therefore it would not be appropriate for the Trustees to respond directly.

Secretary Hardy explained that concern had been expressed at the March Executive Committee meeting about the need for Trustees to be kept informed about what happens on the campuses. For that reason, she makes a practice of forwarding to the Trustees items which are addressed to them and sent to her office. She does not submit them, however, as items for the Board or Committee agendas. Chairman Healey said that the Trustees could not respond to this document because it had not followed the proper procedure, apart from the language in which it was couched.

Trustee Croce observed what he called a gap between the student leaders and their constituencies. The proper place for the students to make their representations is before the Committees of the Board, with the Committee Chairman's permission. Trustee Carlson said, however, that most of the work is done even before a matter comes to the Committee--it is done on the campus, and that is where student participation is most appropriate.

Trustee Troy pointed out that there had been considerable participation of both graduate and undergraduate students in the Trustee debate on tuition by the Executive Committee and full Board in November and December. The students had, he said, the examples of the moderation of the phased increase in contrast with the ruthless action of the Legislature in raising tuition for non-resident students. And yet the student leaders had showed no good will whatsoever in their reports to their constituencies; their reports had been distorted with the deliberate aim of creating the confrontation which had occurred at the December meeting.

The student position at the December meeting, he continued, was that the Trustees' expressed intention to devise a tuition waiver policy to mitigate the effects of the tuition raise was a fraud, yet here was the policy, just as promised. This troubled him very seriously, he said; the Trustees had showed good faith and good will, but the student leadership had not reciprocated. The document sent to the Trustees, he concluded, was immature and insincere.

What must happen, the Chairman commented, was that the general student body, and not just a vocal minority, must get involved in student governance or else institutions such as the University will be destroyed. It would become impossible to get individuals of good will to serve on Boards of Trustees under such conditions.

Trustee Rothenburger stated that there would always be a disruptive minority among students on the campuses, a minority which would not listen to either the administration or the student leadership.

President Wood observed that Trustee Rothenburger's understanding of student behavior was somewhat timebound, in that

the politicization of the American University dated roughly from the beginning of the Vietnam War. Before that, students seldom became aroused unless a popular professor failed to receive tenure. He added, however, that he would not favor a return to the apolitical student mentality.

During the Vietnam period, as now, the highly active students were a minority geared primarily toward revolutionary politics. The key difference between that period and the present, however, was that at that time the minority had the capacity to express the views of the majority in many respects. This was why there had been little administrative action against disruptive persons. Today's minority, however, does not have the power of influence to turn on the mass of students with its orientation toward neo-Marxist economics and unionization. And, the President remarked, meetings which are dealing with University life are not the place to debate neo-Marxist economics. The President continued that, in his view, the administrative response on the campuses would not be what it was during the Vietnam era. Chairman Healey then commented that the events of recent meetings had called into question the representational character of speeches made before the Board. Such speeches represented only a handful, said Trustee Carlson.

A discussion followed about student unionizing activities. Chairman Healey commented that establishing a union would be only a structural change, and would still not resolve the problem of representation of students. President Wood added that he did not believe that collective bargaining was a sensible mode of action for students: their position was more like consumers and the proper mechanism for advocating such an interest, he said, was not a labor union. He pointed out that the principal weapon of a union was a strike, and such an action would be completely ineffective in advancing student interests. The only effect would be to alienate the public whose taxes in large measure subsidize the education which the students receive.

Trustee Gordon remarked that, if the principle were accepted that those who "consume" higher education should have all power over it, then the Board of Trustees would be eliminated. He doubted that the students could do a better job in advocating the interest of the University before the Legislature than the Trustees.

Trustee Cronin agreed that the type of union the students contemplated was more like a consumer advocacy organization than a labor union. Such a union would enable the students to address such issues as class size and degree requirements, which the faculty strongly believes to be its exclusive area of expertise.

The Chairman observed that students come and go, but the Board of Trustees is in a position to take the longer view

of what is in the best interest of the University. As an example, he said, there had been fierce student and faculty opposition to building the Boston campus on Columbia Point. Now, he said, most of them agree that it was the right move. The Trustees had not always been right, he said, but their record in governing the University had been pretty good. The governance document provides for cooperation in good faith between the different communities in the University, and the Trustees were committed to listen to those who genuinely represented the students.

UM/Boston--Student Trustee Election

The Committee turned briefly to a discussion of the extremely low turnout of students for the UM/Boston Student Trustee election. Chairman Healey took this opportunity to introduce the new Student Trustee-elect from UM/Boston, Theresa Conti. Various points of view on the election were put forth, such as that the Trustees ought to set some minimum level of participation for certification of a Student Trustee. Trustee Rothenburger pointed out, however, that such a procedure would be highly undemocratic. The Chairman asked Ms. Conti for her views on this issue. Ms. Conti observed that the election turnout, while admittedly low, was not unusually so. She said that the campus Student Affairs Committee intended to look into the ways in which elections are held on the Boston campus. Chairman Healey offered the suggestion that when there are several candidates and the winner gets only a small plurality, a runoff election might be an improvement.

Speaking to his statement that many students feel that the governance system is not working, Trustee Rowland asked Trustee Cronin to provide a report setting forth detailed reasons as to why it was not. She hoped that this could be discussed soon. Trustee Cronin indicated his intention to document this issue.

There was no further discussion, and, after motions were made and seconded, it was

VOTED: To recommend that the Board of Trustees reaffirm and adopt the Code of Student Conduct, UM/Amherst, as set forth in Doc. T73-005; Motor Vehicles Rules and Regulations, UM/Amherst, as set forth in Doc. T75-155; and Rules and Regulations relative to the Possession, Consumption and Sale of Alcoholic Beverages, UM/Amherst, as set forth in Doc. T74-081A.

VOTED: To recommend that the Board of Trustees reaffirm and adopt the Code of Student Conduct, UM/Boston, as set forth in Doc. T73-006; Motor Vehicle Rules, Regulations, and Traffic Signs, UM/Boston, as set forth in Doc. T74-045A; and Policies and Procedures Relative to the Consumption and Sale of Alcoholic Beverages, UM/Boston, as set forth in Doc. T75-015A.

Finally, the Executive Committee heard a report from

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Faculty
Collective
Bargaining

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Assistant Vice President Kaplan on developments with regard to faculty collective bargaining. He described the issues which had been resolved by hearings before the State Labor Relations Commission, and set forth the issues remaining to be resolved.

This concluded the business before the Committee, and the meeting was adjourned at 5:05 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

May 11, 1976; 12:00 p.m.
Room SF1-4
University of Massachusetts/Worcester

ATTENDANCE:

Committee and Committee Staff: Chairman Robertson; Trustees Abrams, McNeil, Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustees Croce and Okin

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Eller, Associate Vice President for University Policy; Ms. Veith, Staff Assistant

UM/Worcester: Chancellor Bulger; Professor Susan Smith, Faculty Representative; Mr. Brennan, Student Representative; Dr. Andrew Canada, Director of Pharmacy and Clinical Pharmacy; Dr. Louis Fazen, Department of Community and Family Medicine; Dr. Milford Greene, Assistant Dean of Students and Affirmative Action Officer; Mr. Stockwell, Associate Dean for Administrative Affairs and Hospital Director; Mrs. Janis, Office of the Chancellor

Guest: Ms. Susan Tehan, Executive Office of Educational Affairs

Report of Chancellor Bulger

The meeting was convened at 12:35 p.m. Chairman Robertson reversed the order of the agenda, and asked the Chancellor to report, not only on accreditation, but also on the Medical School Group Practice and on anything else which he believed to be of interest to the Trustees. Speaking first to accreditation, the Chancellor said the Accreditation Committee had made two major recommendations: (1) that the Medical School's student affairs capability be expanded (although he added that this would probably be a valid recommendation for the whole of the Medical School's administration), and (2) that the Medical School develop graduate programs in the biomedical sciences.

A second item of information the Chancellor put forth was that open heart surgery would be performed soon at the University Hospital. He told the Committee that 100 to 150 open heart operations are performed for Worcester area residents per year at Massachusetts General Hospital. The MGH cannot expand its capacity, and there is therefore a long line of such persons. For this reason it was felt that open heart surgery would be necessary at the Medical Center and the planning of the Hospital from the beginning had taken this expectation into account. Surgeons from the MGH would perform the surgery at the University Hospital, coming out in four to six-month rotations. He commented that the Chief of Cardiac Surgery at MGH was Dr. Gordon Buckley, a resident of Worcester, and reputedly the best cardiac surgeon in the world. He went on to explain some of the details of the program, and ex-

plained that, although open heart surgery has an average mortality rate of 8 percent, the University Medical Center's program is expected to have a mortality rate of 1 percent. This will be because the Hospital will begin with only the simplest cases.

Chancellor Bulger then briefly reviewed the rules and purpose of the Group Practice Plan (Doc. T75-144A) for clinical faculty. He described the current funding status of the Group Practice, and described some of the aspects of the plan which would have to be monitored carefully. He then responded to some technical questions about the role of associate members of the Group Practice.

Poison Control

The Chairman next recognized Dr. Canada, who had expressed a desire to update the Committee on the progress of the proposed Poison Control Center at the Medical Center. Dr. Canada had distributed a memorandum to the Committee which he and Dr. Fazen then summarized. Should the Medical Center be chosen as the state Poison Information Center, there would be approximately two years' worth of hard money funding at about $100,000 annually. There had been a commitment in principle from the Department of Public Health to continue financial support after the initial period expires.

Affirmative Action

Chairman Robertson next recognized Dr. Milford Greene to make a presentation on the Affirmative Action status of the Medical Center which had been requested by Trustee McNeil at the February meeting. A document had been prepared and distributed at this meeting, which was now briefly summarized. After running through the figures, Dr. Greene said the number of minority faculty and staff was low and revealed that he was now chairing a search committee for an Affirmative Action director, a position for which money had been requested in the FY 1977 maintenance budget request. Speaking to the figures, Dr. Greene observed that, of 131 full-time faculty, 14 were female and 3 were black, each a male. The picture with respect to students was more favorable, although the University had the problem of serious competition from the several private medical schools in the state.

Dr. Greene recalled a question from one of the Trustees at the February 24 meeting of the Committee about early identification of high school students interested in medical school, and an effort to give such students special help in their undergraduate studies with the eventual aim of admitting them to medical school. He said an application for federal funding for such a program had been made to the Department of Health, Education and Welfare, but he added that he doubted it would be funded. There was a brief discussion of the outline of such a program.

Mrs. Bluestone said she shared the concern for minority recruitment in faculty and students, but observed that the Medical Center had not done well in beginning recruitment at any level.

She asked what the plans were for recruiting personnel for staff positions in the Hospital and Medical School. Dr. Greene replied that he had been in touch with many community organizations, and that these organizations had sent many individuals for interviews. Unfortunately, he said, when recruiting persons for positions critical to the opening of the Hospital, the Center could not take people who were untrained. He said an "unbelievable" number of persons came in "who could do nothing but sweep", and he said training programs were needed which would help bring about an upward mobility. The Medical Center could recruit all it wanted, he said, but would not come up with the needed personnel without training them itself.

Chairman Robertson said that the document which had been distributed was fat, and he had not had a chance to study it. Verbal reports were interesting, but he believed it was necessary for the Trustees to have something written in advance which they could study. He advised the administration to "take a picture" of the Center's personnel profile as it was at present, then analyze what steps it should take to make improvements. He asked that such a report, coupled with a specific implementation plan, be submitted to the Committee well in advance of a future meeting.

Chancellor Bulger told the Committee that figures gathered by the American Association of Medical Colleges showed that 11 percent of first appointments to medical schools nationally in the early fifties had been female. In the last five years, 20 percent of such first appointments had been female. The University had made its first appointments in the past five years, he said, but it was clear that it had not done this well. What had happened at the Medical School, he said, was that there had been an air of constant crisis with the opening of the Hospital--such as the hiring of 300 persons in five weeks. Now, however, with the prospect of hiring 400 to 500 more persons over the next year, the Medical Center could expect to have a reasonable set of approaches which it would try to present to the Committee.

Trustee McNeil, addressing the question of skill level of minority persons in Worcester, said she knew that there were skilled persons in Worcester, but that there had perhaps been a failure of communication between the community organizations and the Medical School. She suggested that the School get in touch with persons in the community who were in touch with skilled persons. Dr. Greene agreed that there were undoubtedly skilled persons, and added that he had identified some. He looked forward to the next hiring phase which Dr. Bulger mentioned as an opportunity to make clear gains.

Trustee Abrams said that Dr. Greene's proposal for early identification of high school students was the first he had heard about this idea since the Trustees had passed such a proposal three years ago.

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Chairman Robertson asked that the report on implementation and goals for affirmative action be filed with the Committee for the September meeting. Secretary Hardy remarked that for a report to be ready for the Committee in time it should be sent to the Secretary before the end of August.

UM/Worcester--New Appointments with Tenure (Doc. T76-079)

The next agenda item was a discussion of several proposed New Appointments with Tenure at UM/Worcester (Doc. T76-079). Secretary Hardy explained that these were all Medical School faculty and, although it was the responsibility of the Committee on Faculty and Educational Policy to recommend concurrence of the Board, it was felt to be appropriate that these proposed appointments be reviewed by this Committee before they are considered by F&EP. Vice President Lynton reported the President's enthusiastic endorsement of these recommendations. After a brief discussion, the Committee

VOTED: To recommend that the Committee on Faculty and Educational Policy recommend to the Board of Trustees its concurrence with the President's New Appointments with Tenure at the University of Massachusetts at Worcester, as set forth in Doc. T76-079.

Hospital Management Board

The final matter was the composition of the Hospital Management Board at UM/Worcester. The Committee had asked for nominations to this body in the period since its last meeting, and had received a list of 21 nominations. Chairman Robertson initiated the discussion with the statement that he did not believe the Committee or the Chairman of the Board should be limited to the distribution of professional categories on the list. The mission of the Committee was to review these persons and to come to whatever consensus it could with respect to the names before it. Associate Vice President Eller briefly reviewed the mandate of the Hospital Management Board. He told the Committee that Chairman Healey had reviewed the original list of nominations totaling 51 names and that he looked forward to the Committee members' guidance and advice on the 21 names.

There followed a series of comments on the individuals nominated, none of which were unfavorable with respect to the merits of the individuals, but some of which questioned whether the individuals would have enough time to devote to the Board. It was stated that any individuals chosen should be prepared to commit themselves to a demanding role on the Board. The point was made that some of the individuals were aware of their nominations, while some were not. Trustee Abrams asked whether it would be appropriate to add names to the list, and Chairman Robertson replied that he did not think it would be appropriate at this late stage. After further discussion of the individuals, the sense of the Committee was expressed as follows: that all of the individuals nominated were acceptable to the Committee.

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There being no further business to come before the Committee, the meeting was adjourned at 2:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

May 18, 1976; 10:00 a.m.
Fourteenth Floor Conference Room
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Cronin, Morgenthau, Shaler and Mr. Colby representing Trustee Winthrop; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustee Fielding

Other Trustees: Trustee Conti

Office of the President: Mr. Lynton, Senior Vice President for Academic Affairs; Mr. O'Leary, Assistant Counsel; Ms. Crosson, Staff Associate for Academic Affairs; Ms. Weiner, Assistant Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Associate Provost; Professor Wilkinson, Faculty Representative

UM/Boston: Chancellor Golino; Mr. James, Assistant Provost; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Edgar Smith, Associate Dean for Academic Affairs and Provost; Professor Susan Smith, Faculty Representative

Guests: Professors Maki, Boudreau, Zahn and Chavous, all members of the Ad Hoc Multi-campus Academic Personnel Policy Committee; Mr. Ed Harris, Director of University Without Walls, UM/Amherst; Mr. Rothenburger, Mr. Martus and Ms. Guttenberg, all students; Mr. Kirstein, UM/Boston Student Trustee Staff; Ms. Tehan, Executive Office of Educational Affairs

Tenure Awards (Doc. T76-080A)

The meeting was called to order at 10:00 a.m. The first item of business was Tenure Awards at UM/Amherst, Boston and Worcester (Doc. T76-080A). Chairman Troy called upon the President for his opening remarks. President Wood began, with the Chairman's permission, by discussing the process followed at UM/Boston. He observed that the Committee had received the documentation supporting the campus's recommendations, as well as his own decisions. This was the third year that the tenure awards had been carried out under the University Governance Policy (T73-098), and he described this year's process as the most orderly and characterized by the most critical review of the three years.

There remained work to be done, said the President, on bringing tenure recommendations into line with long-range departmental and college plans. This was a process which had been affected by last year's budget crisis when there had been doubt about the possibility of keeping all the faculty already at the University. The long-range planning would soon begin again, however.

The President regretted the lateness of these tenure appointments, but said that the Academic Policy (T75-125) required that a decision on any level be communicated back down to each level below, thus prolonging the process. He commented, finally, that he was holding several cases without prejudice pending the provision of further information, and would deal with other remaining cases at a special meeting to be held June 2. He then asked Vice President Lynton to speak about the process which had been followed.

Mr. Lynton briefly reviewed the steps in the process from the submission of materials by the candidates, to the departmental personnel committee's recommendation, to the school or college's personnel committee's recommendation, up through the Chancellor, who makes his recommendations to the President. The President then makes his decisions. The Chancellor's negative decisions are not forwarded to the President.

The Chairman recognized Chancellor Golino. The Chancellor said that this year's process had been speedier and more effective than that of the year before. All of the cases appointed by the President for the Boston campus were solid and amply justified, in his view. At the same time, he said, he believed that the departmental level was still the weak link in the chain. He would be more than happy to comply with the AAUP standard that only in "rare and compelling" instances should a faculty's judgment be reserved, but it was difficult to do so when some departments indiscriminately recommend tenure for every person scheduled for a decision. There simply must be more responsibility assumed at the departmental level.

Trustee Burack asked whether, in the cases of brilliant persons who were serving in departments fully or almost fully tenured, there were alternate ways of keeping them. Mr. Lynton commented that in such a case, it has been the practice to appoint the person to tenure, even if it brought the department to full tenure, because it was felt not to be in the University's interest to lose such a person. The University holds to the AAUP guidelines and does not keep people on indefinitely without a decision of tenure. However, it is good practice for departments to keep one or two slots open for visiting professorships or the like.

Trustee Morgenthau said she was concerned at the prospect of seven, eight, or nine persons in the same department re-

ceiving tenure at the same time. Such people will grow old together, she said, and the effect is to exclude the addition of young, talented persons. Whenever young talent is excluded, she said, the quality of the University suffers.

President Wood said that the University was being forced to raise the issue of institutional self-discipline. While it was not in as serious a situation with respect to the tenure percentages as Berkeley or Wisconsin, it was getting close. Mr. Lynton agreed, and remarked that there was reason to wonder whether it was possible for a faculty to exercise the kind of rigorous review necessary by self-discipline alone. This was a problem in the departmental level in Boston and on the decanal level at Amherst.

Trustee Breyer said this and Trustee Morgenthau's concern about the numbers raised a very serious issue: do we want a University with 80 percent of its faculty tenured? President Wood said he would like to see injected into the system comparisons with other universities, at least in this area, and some attention to who is coming along behind those candidates scheduled for a decision in a given year.

Trustee Morgenthau said that while she believed it unwise for the Trustees to be making tenure decisions themselves, she believed that it was proper for this Committee to set the tone of the rigor that is required in times of fiscal stringency. This is also a time when the capacity for recruiting good faculty is better than ever, and that capacity should be reflected in the data sent to the Board. She said she missed evidence of good research, rather than just a statement of research. She said the vague statements about qualifications of individuals were not enough. Vice President Lynton pointed out that full information about research and professional activity was contained in each tenure file and, as noted in the President's advance memorandum, was available for inspection.

Chancellor Bromery said that the Board should set policy, and let the campuses apply it. It was not reasonable for the Trustees to be examining publications. A policy should be set on tenure so that an individual can be advised of what is expected of him when he is appointed, not when he is being considered for tenure. In other words, inferred Trustee Breyer, a faculty member should know when he or she comes to the University whether this is a University wherein 80 percent or 40 percent of the faculty gets tenure.

The President responded that the Board did say in 1973 that it was going to get more stringent without adopting quotas, and that stringency was only now beginning to be felt. If you adopt quotas, he pointed out, you face the probability of strengthening the movement toward collective bargaining.

Mr. Alfange said he was disturbed by the talk of a quota by the Committee. He pointed out that exploration of the idea of a quota had been suggested four years ago, and the faculty response had been devastating. Their response had been, "I won't bother to commit myself to this University if there is not a realistic change of getting tenure. This university is merely a way station and if I'm going to be looking for a job in seven years, I'm going to concentrate on my publication list." Junior faculty, in particular, began to pull out of Faculty Senate Committees, interdisciplinary activities and advising.

Trustee Breyer said that he was not suggesting that the University set a 40 percent quota, but that it decide whether "by and large" 40 or 80 percent get tenure. Mr. Alfange responded that stringency to a degree of 40 percent would have the same effect. Trustee Morgenthau said it would be a mistake for such faculty to suppose that universities consider a person for appointment on the publication list alone, apart from collegiality, service to students, etc. She said that, while she did not believe in a 40 percent tenured faculty, she believed that much over 60 percent was dangerous.

Chairman Troy recalled that discussions of this sort had taken place in this Committee before. The Trustees had agreed in 1973 on a policy of greater stringency, but he remarked that the pressures were enormous. The litigation alone had increased dramatically.

Associate Dean Smith said that the Medical School was in a somewhat different position from the Amherst and Boston campuses. Most of its faculty was young, and would be due for tenure decisions at approximately the same time. President Wood said that the Medical School was still in an "institution building" stage, and that an institution just starting up always had to be considered differently. At the same time, a medical faculty always had a much larger percentage of part-time faculty and turnover.

Professor Boelcskevy expressed the view that establishing a quota would be unfair, because it would put a great burden on the persons who had happened to be hired last. Secondly, he said the departments were under constant pressure to come up with "neat formulations" which would make unnecessary the kind of individual considerations which had been carried out in this year's review. He submitted that it was better to go the individual review route. The President replied that, while he did not differ with Professor Boelcskevy's statement, he warned of the eventuality of budget becoming the overriding criterion when the cumulative effect of individual decisions is disregarded. Each tenured individual costs the University roughly a million dollars, he pointed out.

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Chairman Troy commented that, while it might be thought cruel by some to deny tenure to an individual, consideration must be given to the rights and talents of those outside the walls and those coming along behind. Trustee Morgenthau added that if the departments carry out their responsibilities, no quota should be necessary.

Trustee Breyer doubted strongly the wisdom of permitting a presumption on the part of a faculty that most people can expect tenure. Chancellor Bromery called this a difference in philosophy: he believed that it was healthy for a faculty to have a reasonable expectation of tenure.

After further discussion along similar lines, at 11:25 a.m. a motion was made and seconded, and it was

Executive Session

VOTED: To enter executive session to discuss individual tenure cases.

The executive session ended at 12:30 p.m., and upon motions made and seconded, it was

VOTED: To recommend that the Board of Trustees concur in the President's award of tenure to those faculty members named in Doc. T76-080A at the University of Massachusetts at Amherst, Boston and Worcester.

VOTED: To recommend that the Board of Trustees concur with the President's appointments with tenure of the persons named in Doc. T76-079 at the University of Massachusetts at Worcester.

Academic Personnel Policy (Doc. T76-081)

The Committee briefly recessed, and recommenced at 1:00 p.m. The Committee next took up the proposed Academic Personnel Policy (Doc. T76-081). Mr. Lynton reviewed briefly the history of the development of the policy. A Multicampus Academic Personnel Policy Committee had been established in December 1973. The Committee had labored in the spring and fall of 1974 to devise a draft (T75-125), which had subsequently been reviewed by the faculty governance bodies. While the Amherst faculty had been satisfied with the policy in general, the Boston faculty had had serious reservations. A compromise had been worked out whereby the policy would be adopted by the Board and be reviewed by the Board on or before September, 1976. The policy was therefore voted by the Board on June 4, 1975. During the current year, the Committee had focused on clarifying the issues raised, especially the role of the faculty and the administration in personnel decisions. In this respect the policy was clarified to state that it was the responsibility of the faculty to initiate recommendations and offer convincing evidence in a candidate's favor. The administration's responsibility was to review the strength of the evidence and recommendations made by the faculty and to base its recommen-

dations or decisions upon them.

For the sake of clarity, Mr. Lynton said, it had also been decided that a new policy with a new Trustee document number would be assembled, rather than to try to laboriously amend the old document. However, most of T76-081 consisted of unchanged material from T75-125.

One of the critical issues for the Committee to deal with, he said, was a recommendation of the Multicampus Committee that the criteria for tenure be changed from the requirement of excellence in two of the three criteria (teaching, scholarship and service) and strength in the third, to excellence in one of the three and strength in the other two. The Multicampus Committee had felt, he said, that it would be more reasonable to try to enforce this formulation than that of T75-125. This had engendered much discussion on the campus among faculty and administrators as well as in the President's office. The President, he said, believed that the previous formulation should be left in place, at least for two or three years, before it is changed. Mr. Lynton made other comments about specific details of the policy, among them the continued presence of the words "rare and compelling" as the standard governing Presidential rejections of faculty recommendations, which he said faculty are comfortable with but which counsel finds abhorrent.

Chairman Troy asked what the policy omitted, and Mr. Lynton replied that a lack of time had made necessary the exclusion of specific provision for grievances, appeals, and part-time faculty. Professor Maki added that the proposed policy dealt with personnel policy in its narrowest sense; it left to governance the resolution of the other issues.

A discussion followed about the issues of excellence in one versus two of the tenure criteria. Several Trustees, including the Chairman and Trustee Morgenthau, expressed opposition to the dilution of standards for tenure. The Chairman, in particular, commented that with the shortened academic calendar, faculty have more time than ever before for research and scholarly publication. Trustee Breyer suggested that such a formulation of excellence in one category might enable a person to receive tenure on the basis of excellence in committee work and mere strength in teaching and scholarship. Professor Zahn remarked that the Multicampus Committee's formulation was actually a return to a previous policy, not something entirely new. The Chairman said, however, that he could not recall such a formulation in his years on the Board.

Professor Chavous reminded the Committee of the somewhat unconventional composition of the faculties of the UM/Boston Colleges of Public and Community Service (CPCS) and Professional Studies. Some of the members of these faculties were not academicians by experience, and scholarship could not reasonably be ex-

pected of them. The Chairman remarked that Section 4.9a should be interpreted, in the case of these Colleges, so that "professional activity" would stand in place of traditional scholarship, at least with respect to non-academicians on the faculty. Speaking to the language of this section, Trustee Morgenthau objected to the formulation, "...creative or professional activity," since in her view professional activity should be creative. She suggested the alternate formulation, "...creative professional activity."

A discussion also took place on the procedure by which information about a candidate was ascertained, maintained and relied upon in personnel decisions. Trustee Breyer asked whether it would be possible for an administrator who sees an ambiguous letter in a file to make an informal telephone call to the author of the letter to seek clarification. According to the policy, several present replied, he could do that, but the record and substance of the call must be included in the file if the information is to be relied upon in a decision. Chancellor Golino added that if he were to see some inconsistency in the file, he would ask the Vice Chancellor to ask the faculty, at whatever level, to exercise its responsibility to resolve this inconsistency; he would not do so himself.

Mr. Lynton remarked that at Boston, unlike most senior institutions in his experience, the departmental committee appears to be regarded as the point of most critical judgement. He suggested that Trustee Breyer was saying that the higher the level of the committee, the more seriously its judgements should be taken by the administration. And the less, interposed Trustee Morgenthau, the burden that would fall on administrators. Mr. Lynton felt that this viewpoint was beginning to evolve.

Chancellor Bulger asked if he was correct in his understanding that the campuses could not interpret these policies in a manner appropriate for their particular situations: "Creative or professional activity," for example, meant something different to ballerinas than it did to clinicians. The Chairman said he believed, however, that the campuses could develop policies consonant with the general policy. For the record, Mr. Lynton pointed out that Section 4.3 did not require uniform campus-wide policies, a point of concern with some faculty members of Colleges III and IV at UM/Boston. In fact, Section 4.3 provides only that the campuses may develop supplementary policies; it is then up to the campuses to provide for differences between schools and colleges.

Counsel O'Leary expressed his and Counsel Searson's continuing concern with the vagueness of the words "rare and compelling." Chairman Troy replied that the Committee had focused on this when it had approved the previous policy and had decided that the words should remain. Mr. Alfange agreed with the wisdom of keeping the words, but suggested that the Board take a position

to clarify them. Mr. Lynton said that his office had telephoned the AAUP to ask whether it had, in fact, a suggested definition of the words "rare and compelling." It turned out that it did not. The representative did say, however, that the Association did not interpret the words to mean that administrators cannot make judgements, but only that they should not make capricious and arbitrary ones. He suggested that the Multicampus Committee study this issue and report to this Committee in the near future on a suggested definition.

Trustee Burack asked that a report of the successes and failures of the policy should be made to this Committee in May or June of next year. This was agreed. Trustee Breyer added that he hoped that such a study would also focus on the role of the school or college personnel committee, since it appeared that there was a tendency for departmental committees to be too lenient. There was no further discussion, and after motion was made and seconded, it was

VOTED: To accept for recommendation to the Executive Committee all of the revisions to the current Academic Personnel Policy (T75-125) as set forth in Trustee Document T76-081 except the proposed section 4.9(a) and to substitute therefor the text of section 4.10(a) of Trustee Document T75-125:

> "Convincing evidence of excellence in at least two, and strength in the third, of the areas of teaching; of research, creative or professional activity; and of service, such as to demonstrate the possession of qualities appropriate to a member of the faculty occupying a permanent position."

VOTED: To recommend that the Executive Committee recommend that the Board of Trustees adopt the Academic Personnel Policy as set forth in Trustee Document T76-081, as amended; further, that Docs. T63-050, T64-061 (except for Part II, Articles 5-7), T73-069, T75-125 and any other policy, rule or regulation incompatible with Doc. T76-081, as amended, be rescinded.

UM/Amherst--
University
Without Walls
(Doc. T76-077)

The final item was the proposed Establishment of a University Without Walls at the Amherst campus (Doc. T76-077). Mr. Lynton explained that this program had been given a two-year mandate, subsequently expanded to three years, after which time the Faculty Senate was to review it. That review had taken place and had yielded the report which was before the Committee. Mr. Lynton praised the report and said that the President recommended that the program be removed from its temporary status. Trustee Burack

said she had been troubled, when reading the report, to find that many of those students who drop out of the program did so because of a shortage of faculty sponsors. She asked if there were any way to rectify this lack.

Mr. Harris questioned the statement of the report that 43 percent of the dropouts from the program could be accounted for through lack of a faculty sponsor. He agreed that there had been more difficulty in finding faculty sponsors of late, but suggested that this was a function of increased workloads with the budget crisis. He said what should be studied was the possibility of finding ways to budget in the cost of faculty time. Mr. Lynton agreed that this service could no longer be carried as a voluntary overload by individuals or as an overload by departments. He added, in one context of what had been said earlier about faculty willingness to involve themselves in service activity, that this was the kind of thing that faculty begin to fall away from if tenure criteria became too closely focused on scholarship. Mr. Woodbury added the information that a total of 200 faculty members had voluntarily offered their services in this fashion since the program began. There was no further discussion and after motion made and seconded, it was

VOTED: To recommend that the Board of Trustees establish the University Without Walls at the University of Massachusetts at Amherst as described in Doc. T76-077.

There was no other business to come before the Committee, and the meeting was adjourned at 2:55 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

May 18, 1976; 3:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Shaler; Trustee Cronin and Mr. Callahan representing Trustee Anrig; Secretary Hardy; Mr. Mehegan, recorder

Trustees Absent: Trustees Gordon, McNeil, Morgenthau, Eddy and Okin

Other Trustees: Trustee Conti

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director; Mr. O'Leary, Assistant Counsel; Mr. Bench, Assistant Counsel; Ms. Gill, Staff Associate; Mr. Cahill, Staff Assistant for Student Affairs

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Fitzpatrick and Mr. Cochrane, Office of Residential Life; Ms. Green, Student Affairs Staff

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Professor Schwartz, Faculty Representative

Guests: Ms. Tehan, Executive Office of Educational Affairs; Mr. Martus, Co-President, Amherst Student Government Association; Mr. Horowitz, Mr. Starr, Legal Services Office

UM/Amherst--Fee-Based Budget (Doc. T76-056)

The meeting was called to order at 3:35 p.m. Chairman Shaler stated at the outset that a large portion of the meeting would be devoted to discussion. Turning to the first item, Fee-Based Budget at UM/Amherst (Doc. T76-056), he recognized Vice President Lynton.

Mr. Lynton recalled that a review of fee-based budgets by this Committee had been the usual procedure over the last couple of years. The three matters of especial interest were the residence and food service budgets, the Student Activities Trust Fund (SATF) and the Legal Services Office, funded from the SATF. He went on that the only change in the residence hall and food service budgets was an across-the-board, $40 rent increase as an interim measure while the campus develops a long-term solution to the critical problems of financing the residence halls. Chairman Shaler then asked Chancellor Bromery to speak.

Chancellor Bromery said that it was imperative for the campus to discover some way to carry out minimal refurbishment and renovation of the residence halls other than by continual rent

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increases. Otherwise within five years the rents will be at least $200 higher than at present. A second problem beyond that of renovations was that of density, particularly in the high-rise dormitories in Southwest. A study of financing must go hand-in-hand with a study of environmental improvements, so that the residence halls will not be in the same condition in five years as they are in now. Whatever decision is reached on a long-range plan, it should be reached before the end of the fall 1976 semester, to allow time for implementation.

One possible solution was to institute some form of general fee which all students would pay, such as is used at the University of Connecticut. Dr. Gage offered the principle that, since the benefits of the residence halls redound to the entire community, there was no reason for them to be supported solely by those students who live in them.

Another possibility that the Chancellor suggested was a capital outlay appropriation to pay for a major renovation program. This would require $11-12 million in the next five years. The rationale being offered for such an approrpiation was that the students pay for the debt service and normal maintenance through their rents, but they should not be obligated to pay for major renovations, since the buildings will become the property of the Commonwealth. The proposed $40 increase in rent would not solve anything; it was only a stop-gap measure. He added that the increase was $25 less than that originally contemplated by the campus. The reduction was intended to fulfill his commitment to the students that funds transferred from the residence hall trust fund for the purchase of Project 14 would not come out of the pockets of the students.

The Chancellor briefly outlined an unofficial idea which he had developed for upkeep of the residence halls. If the University could receive half of the revenue raised by the tuition increase over the next three years, rather than having it go to the General Fund, it would provide $13 million. This way, the money which students contribute would be used for the renovation of state property. He said he dreaded tying the budget to tuition, but he felt something had to be done about the residence halls. If capital outlay was to be the solution, he added, it would need to be enacted in the legislative session.

He concluded that he believed that such an appropriation would be a possibility if it had the Secretary's and the Governor's support. Chairman Shaler asked Miss Tehan to convey to Secretary Parks the Committee's hope that the Secretary could be of some help in this problem.

Trustee Cronin recapitulated the contents of a memorandum which the Student Government Association had transmitted to the Chancellor on this matter. Among the statements in that memo-

randum was that any rent increase should be reduced by an amount equal to the transfer of $364,000 from the Residence Hall Trust Fund approved by the Board on April 7. He recalled that the Chancellor had earlier proposed a $70 rent increase, and that a reduction in this figure to compensate for the transfer would be $35, leaving a rent increase of $35. He suggested that an architect might find ways to improve the conditions in Southwest. A management consultant might also work with the Office of Residential Life and Physical Plant in the area of maintenance and work orders so that these offices would have a performance index to work against and be able to evaluate their own work. On the subject of stop-gap rent increases, he said he hoped that the architectural and management study could develop a four- or five-year program so that students will know when they enter the University what cost escalations are likely. Chancellor Bromery revealed that a management audit team was being put together at present. But no matter who audits the residence halls, he said, if rent is the only means of support, the auditor would recommend a $100 increase. This was why some other means of support was the only way out of continuing rent increases.

Mr. Martus repeated some of the points made by Mr. Cronin, and said that some study should be done to determine the true cost of the residence hall system, and to establish the real priorities. It seemed irrational to him to state that $11-12 million was needed before the priorities had been established by such a study.

Mr. Lynton agreed that there was not enough available information on priorities and real costs to make possible at this time a four- or five-year projection of needs. The immediate question was, what are the immediate needs and how far will $45 go to meet these? Chancellor Bromery responded that this was exactly what had been done ever since he had become Chancellor: passing rent increases year by year to take care of the immediate needs without looking down the road. The information he had provided was not for the purpose of a Trustee vote at this time on a long-range plan, but to make certain that everybody understood that when this increase is voted, all it would do is "give us three steps past the last stumble." He believed, he said, that the need for a long-range program was germane to a $45 increase.

To further substantiate Chancellor Bromery's remarks, Dr. Gage unveiled a series of graphs to illustrate the cost escalation in the residence hall system over the past several years. A discussion ensued also about the cost of vandalism to students. The point was made that the cost of repairs comes out of the pockets of other students; it is not paid for by the administration or the Commonwealth.

One student charged that the administration was trying to ram this increase through while the students were away for the

summer. He said the administration had not discussed these issues with the general student population, but only with the co-presidents. Chancellor Bromery responded that it was difficult to negotiate and discuss with the students when the Student Government Association had dismantled the Rents and Fees Committee, which would have been the normal vehicle for such discussions.

Chairman Shaler said it was the hope of the Committee that the cost of supporting the residence hall system could be removed from the hands of the students. He asked that the campus provide a report on its long-range plans in the fall.

UM/Amherst--Student Affairs Trust Fund (SATF)

The Committee turned next to the subject of the Student Affairs Trust Fund. Chancellor Bromery began the discussion by saying that he was not at all concerned about the relative apathy on the part of students where the actions of the Student Government was concerned. He said that if some students choose not to exercise their option, that is their privilege. What he was concerned about was that the administration of the SATF conform to the accounting standards applied to the rest of the University.

Trustee Callahan asked whether the Trustees had the same fiscal responsibilities with respect to this trust fund as they had for the others under their supervision, and Mrs. Hanson replied that they did. However, she pointed out, this trust fund was accounted differently. She then asked the students whether there is any outside auditing done, and they replied that they did their own auditing.

Chancellor Bromery pointed out that, of the $1 million SATF budget, $650,000 goes to support wages, salaries and contracts. The campus must be able to assure the Trustees that University standards for grants and contracts and for accounting generally are observed. It is in the students' interest that this be done, he said. Mr. Lynton added that no one was questioning the right of the students to budget this money as they see fit; the question was one of the representativeness of the small group of students making decisions. One student, responding to a question about compliance of the SATF with federal affirmative action guidelines, explained that the students had their own affirmative action plan. Chancellor Bromery stated, however, that it was not enough for the students to satisfy themselves that they were carrying out their responsibilities; they must satisfy the Department of Health, Education and Welfare.

UM/Amherst--Legal Services Office

Chairman Shaler then introduced the required review of the Legal Services Office, funded by the SATF. The mandate of this office to represent students in criminal matters and in litigation against the University was to expire June 30, and the Office had been required to report on its first year of such activities for this mandate to be continued. Chairman Shaler and Vice President Lynton praised the report which had been submitted, and after

a motion made and seconded, it was

VOTED: Upon review of the authorization granted to attorneys in the Student Legal Services Office to represent students in criminal matters and in litigation against the University, as provided by vote of the Board of Trustees on October 1, 1975, to recommend that the Board of Trustees confirm such authorization.

UM/Boston--Fee-Based Budget (Doc. T76-086)

The Committee next took up the Fee-Based Budget of UM/Boston (Doc. T76-086). Chancellor Golino explained some of the figures in the information submitted. He said the campus could account for every cent spent by the Student Affairs Committee Trust Fund, and said he could give assurances that funds were being expended within the law and with University accounting standards. There was no discussion.

UM/Amherst--Residence Halls and Dining Commons (Doc. T76-078)

The next matter was the proposed continuation of the Residence Halls and Dining Commons Policy at UM/Amherst (Doc. T76-078). Chancellor Bromery said that such an extension was needed until such time as the campus could put forth the long-range program discussed earlier. Trustee Cronin agreed that the extension was necessary, but said the improvements mentioned earlier might serve to entice students to live in the residence halls voluntarily. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees extend for one year, beginning September 1, 1976, the provisions of its vote of June 4, 1975 with respect to on-campus residency of undergraduate students at the University of Massachusetts at Amherst.

VOTED: To recommend that the Board of Trustees extend for one year, beginning September 1, 1976, the provisions of its vote of June 4, 1975 with respect to use of dining commons by undergraduate students at the University of Massachusetts at Amherst.

UM/Boston--Report on Student Affairs

The final item on the agenda was a report from the Student Affairs Division of the Boston campus. Chairman Shaler said he had read the report carefully and been disappointed by it. He described it as bland, and lacking any kind of long-range goals. It was no different from the report made more than a year ago, he said.

Chancellor Golino said he believed that the campus had achieved a great deal in student affairs in the last year, considering the magnitude of the budget reductions. The Chairman disagreed, and said the report showed more interest in mechanisms than in a commitment to a specific philosophy to student services, such as an outreach approach to student affairs. He asked for a revised

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report to be made at the next meeting of the Committee which included a clear statement of goals with respect to student affairs.

Chancellor Golino said he would do so, and emphasized that there seemed to be a problem in communication, and that he had sincerely endeavored to provide all the information which had been asked by the Committee.

There was no further business to come before the Committee, and the meeting was adjourned at 6:30 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

May 19, 1976; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Conti, Croce, Rowland, Troy; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Absent Committee Members: Trustees Dennis, Gordon and Shearer

Other Trustees: Mr. Callahan, representing Trustee Anrig

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mrs. Hanson, Budget Director; Mr. Kaplan, Assistant Vice President for Organization and Management; Mr. Cahill, Staff Assistant, Student Affairs; Ms. Frankel, Staff Assistant, Management and Business Affairs; Mr. Lewis, Staff Assistant, Budget Office; Mr. Brunell, Student Intern

UM/Amherst: Chancellor Bromery; Dr. Gage, Vice Chancellor for Student Affairs; Mr. Gulko, Budget Director; Mr. Camerino, Office of Grants and Contracts; Mr. Hogan, Assistant Controller; Messrs. Cochrane, Fitzpatrick, Ganguli and West, Office of Residential Life

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Boelcskevy, Faculty Representative

UM/Worcester: Mr. Cathey, Controller

Guests: Ms. Tehan, Executive Office of Educational Affairs; Mr. Wood of Standish, Ayer & Wood, Investment Counsel; Messrs. Doyle, Federow, Horowitz, Martus, O'Keefe, Pill, Ms. Gavin, Ms. Guttenberg and Ms. Smith, UM/Amherst; Mr. Kirstein, UM/Boston

The meeting was called to order at 10:10 a.m. by Chairman Carlson, who asked Chancellor Golino to introduce the newly elected faculty representative from the Boston campus. Chancellor Golino expressed his pleasure in having the opportunity to introduce Professor Andrew Boelcskevy of the College I German Department.

Report of Investment Counsel

Chairman Carlson then asked Mr. John Wood, of Standish, Ayer & Wood, Investment Counsel, to report on the status of the University Endowment fund. Mr. Wood reported that the stock positions had been reduced from 65.8 to 63.0 percent and the average maturity of the bonds had been reduced from 13.7 to 11.8 years in accordance with discussion at the April 20 meeting of the Committee. He circulated to the Committee updated economic projections,

calling attention to the substantial increase in business inventories as indicated in the GNP report. He said that there would be no revision to the forecast of Investment Counsel at this time; however, if the figures in the GNP report hold up, a revised forecast would be forthcoming at a later date.

Purchase of Property at Hodgkins Cove (Doc. T76-083)

Chairman Carlson then asked Treasurer Johnson to report on the status of the property at Hodgkins Cove, Gloucester. Treasurer Johnson said that the University of Massachusetts Foundation had taken the necessary actions to convey the property to the University. The land has been appraised at $225,000. The cost to the University will be the balance of the mortgage, approximately $32,366, and the cost of the legal work involved, around $500. Secretary Buckley has authorized the State Comptroller to allocate $35,000 for the purchase of this land.

H.T.U. Smith Memorial Geology Endowment Fund (Doc. T76-084)

Chairman Carlson then asked Treasurer Johnson to address the next item on the agenda, the H.T.U. Smith Memorial Geology Endowment Fund (Doc. T76-084). Treasurer Johnson said that H.T.U. Smith had been a professor at UM/Amherst and the head of the geology department. Chancellor Bromery added that he was considered to be the world expert on sand dunes (migration of sands in deserts). He had been killed in an accident about five years ago. Upon motion made and seconded, it was

VOTED: To recommend acceptance of the H.T.U. Smith Memorial Geology Award, in the amount of $3,352.50, as an Endowment Fund for the purpose of making one or more awards annually from income earned during the preceding fiscal year to undergraduate and graduate students (including freshmen and graduating seniors) regularly enrolled at the University of Massachusetts, Amherst Campus. Awards shall be for tuition, fees, research and to defray expenses in connection with geological field work. Selection of recipients shall be made by a faculty committee appointed by the Chairperson of the Geology/Geography Department; said committee shall determine the number and amount of awards which shall be made to students majoring in Geology on the basis of scholastic achievement and merit of research project. Income may be carried forward from year to year or returned to principal at the direction of the committee.

Status Report on Grants and Contract Administration

Chairman Carlson turned next to the Status Report on Grants and Contract Administration, noting that members of the Committee on Faculty and Educational Policy had also received the report and had been invited to join the Budget and Finance Committee to hear Mr. Janis's explanation of the organizational pattern being evolved for the area. Mr. Janis said a review of grants and contract administration had been initiated as a result of the problems at the School of Education--UM/Amherst. He added that

the charge to the President from the Committee on Budget and Finance at their February meeting was specifically to report on the status of the Coopers & Lybrand audit of the School of Education. He said that he would discuss this report briefly and summarize the major recommendations. He would then do the same for both the Hay report and the HEW audit. He hoped to show 1) the interrelationship of the three reports, 2) how business functions or subsystems were being reorganized to provide an accountability structure, and 3) the extent of centralization and decentralization involved in these functions. He said that Coopers & Lybrand had indicated in their report that there were weaknesses in other areas as well as in the administration of grants and contracts. Certain controls were lacking and there was need for an accountability structure.

He then outlined the four major recommendations of the Coopers & Lybrand report as follows:

1) Each campus should have an Office of Grants and Contracts Administration and this office should report to the Vice Chancellor for Administration and Finance on that campus.

2) There should be more active review by department heads and others during the proposal stage of a proposed grant, or contract.

3) Numerous strong and specific steps should be taken to strengthen business subsystems for processing of transactions.

4) A new position of Vice President for Management and Business Affairs should be established forthwith. This person should be concerned with formulation and recommendation of policy, design of uniform systems and procedures, and overall direction of the business area.

Mr. Janis then summarized the Hay Associates report, which he said was essentially a management report. It deals with the administrative and business aspects of the University and not with academic functions. He said that it recognizes the fact that the teaching, research and service functions are the primary mission of any university and that the administrative function should support and enhance that role. The Hay report also deals with executive level compensation and makes important recommendations in that area. It deals also with the organizational structure of the University in the business and finance area, particularly with the lead agent concept and generally with the relationship and role of the President's Office vis a vis the administrative functions on the campuses.

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Mr. Janis explained a key concept contained in the Hay Report by means of a chart which depicted the stages of administrative policy as follows:

1) Policy conceptualization.

2) Policy development and guidelines for implementation.

3) Program implementation (development of procedures).

4) Evaluation feedback.

He said that the Hay Report cautioned against the danger of drawing a hard line between policy development and program implementation, thus resulting in the first becoming exclusively a central office function, and the second becoming solely a campus responsibility. The report stressed the need for a flow in both directions--that is, central office concerns with implementation and campus involvement in policy formulation.

The HEW audit, Mr. Janis said, dealt essentially with the School of Education and other units at the Amherst campus. Since the report was still in draft form and the campus had not yet had time to respond to the questions raised by the audit, he said, he could not discuss it except to say that the draft report contained no indication of fraud or theft. All contracts were performed well; everyone had been satisfied with the results. The questions raised all concerned questionable procedures or inadequate justifications which HEW felt had occurred. Mr. Janis said that the University could probably justify many of the recommended disallowances by HEW. One of the most important findings resulting from the HEW audit, he said, was that the controls that are applied by the University to state funds must also be applied by the University to federally-supported projects and, with Trustee mandate and support, to other nonstate trust funds, fee-based budgets, etc.

The thread which ran through all of the reports indicated that:

1) Business subsystems must be strengthened.

2) Controls must be extended.

3) Increased policy direction must be provided from the President's Office.

Mr. Janis then turned to the Status Report on Grants and Contract Administration which had been forwarded to the Committee. The report, he said, was divided into three sections. The first part dealt with the status of the implementation of the Coopers & Lybrand report. The second was a chronology of the

events that had occurred and the steps that had been taken by the President since the School of Education problem first came to light through to the present time. The third section consisted of backup data from the campuses indicating the specific actions they had taken related to the areas of concern expressed by Coopers & Lybrand, particularly those dealing with grants and contracts.

Mr. Janis then explained with the aid of a chart the evolving business subsystems being developed to provide accountability. He also indicated the relative degree of centralization and decentralization of the various subsystems, beginning with the Administrative Data Processing Center (the most centralized operation), through internal auditing, accounting, grants and contract administration, purchasing, labor relations, management and organization, budget and ending with the auxiliary enterprises, which is the most decentralized of the areas. Mr. Janis said that the Board of Trustees had mandated the strengthening of the auditing function, particularly by the use of outside auditing firms. Regarding management and organization, he said, the University was highly decentralized, with the campuses responsible for developing their own management systems. There is, however, an Organization Design Review Committee, which was established by the Board of Trustees in June 1975, (to review organizational relationships to a rational structure among the top executives in the system.) The budget area, he said, is highly decentralized. By improving the interface among accounting, budgeting and auxiliary enterprises, Mr. Janis said, he hoped to provide more accountability in this area.

President Wood emphasized the importance of sound management in the overall operation of the University. He added that the Governor's Management Task Force report, which was just issued, had cited the Amherst campus for its efficient operation. He said that in the current economic situation, efficiency in operation was not only highly desirable but absolutely essential.

Trustee Troy asked what the implementation of these organizational patterns and controls would mean in terms of manpower. Mr. Janis replied that it probably would require the addition of three or four people to the Office of Management and Business Affairs and would require additional personnel on the campuses, but that it would not result in a major growth in staff. President Wood reminded the Committee that the position of the Vice President for Management and Business Affairs was not an additional position, but simply a redesignation of an area of emphasis from the earlier need for the position of Vice President for Policy, held by Peter Edelman, to the current need for control capability in management and business affairs. Chairman Carlson thanked Mr. Janis for his report.

Chairman Carlson next turned to the matter of the Audit of Campus Center and Division of Continuing Education--UM/Amherst

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UM/Amherst--
Audit of Campus Center and Division of Continuing Education
(Doc. T76-088)

(Doc. T76-088). Mr. Janis explained that because of the magnitude of the revenue-based operations on the UM/Amherst campus, Chancellor Bromery had proposed that an annual external financial audit be made. This, he said, was in accordance with the vote of the Board of Trustees in June 1975 and it was hoped that such external audits would assist the campus and University administration in making management decisions. Mr. Janis said that should this approach for these two activities prove successful, external audits of other activities would probably go forward. Because of its experience in the field of university auditing, the firm of Peat, Marwick, Mithcell & Co. had been proposed for this initial effort. Since the cost of the audit would exceed the authority of current delegations, approval for the audit was being requested of the Committee on Budget and Finance and the full Board of Trustees. In response to a query from Trustee Cronin, Chancellor Bromery said that the cost of the audit would be borne by the activity being audited; and, in the case of the Campus Center, would be paid for by student fees, but he emphasized that it would be money well spent. There being no further discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the President to take the necessary steps to engage Peat, Marwick, Mitchell & Co. to perform an annual audit of the Campus Center and the Division of Continuing Education, such contract not to exceed $25,000 plus documented out-of-pocket expenses.

Chairman Carlson next turned to the subject of the fee-based budgets, informing the Committee that at the meeting of the Committee on Student Affairs the previous day, there had been a long discussion on the residential hall rent increase and the matter of deferred maintenance of the buildings. Since rent increases to alleviate this problem were at best stop-gap measures, he said, Trustee Shaler, Chairman of the Committee on Student Affairs, following Chancellor Bromery's suggestion, had requested that the Amherst administration present to that Committee in the fall a long-range plan for dealing with the total cost and schedules of needed repairs, as well as the continued maintenance of the residence halls. However, since this matter had been thoroughly reviewed by that committee and on the campus, Chairman Carlson said there was no need at this time for the Committee on Budget and Finance to hold further discussion at this meeting. President Wood added that this Committee needed to be concerned with the process of the development of the fees, rather than with the amount of the fee involved. He said that the Committee and the administration must rely on the advice of the campus as to the magnitude of the fees.

Chairman Carlson said that the Committee on Student Affairs had also discussed the Student Legal Services Office and

had agreed that the services it provides to students are proper. The Committee had, therefore, voted to recommend that the limited mandate given to the Student Legal Services Office last fall be renewed.

UM/Amherst--New Fees (Doc. T76-085)

Chairman Carlson then asked Mrs. Hanson, Budget Director, to comment on the new fees requested by the Amherst campus as set forth in Doc. T76-085. Mrs. Hanson said that three of these fees had been deferred at the time of the last meeting to allow for further legal review, which had now been completed.

New York Outreach Program

The first, she said, concerned the establishment of a Trust fund and a fee to cover the cost of the New York Outreach Program, a program in which student interns are able to participate in art-related institutions in New York. It is less expensive for the University to provide a living facility for students in the Outreach program than for them to find their own accommodations. The fee covers the cost of the facility, administrative and postage expenses, and transportation costs for the Outreach staff. In response to a question from Trustee Troy, Mrs. Hanson said that this program is similar to the program in Washington, D.C., as well as to the various overseas programs.

Late Registration

The second fee under consideration, she said, was a Late Registration Fee. This is actually a request for an increase in the current fee from $5 to $25. The purpose of the proposed increase is to encourage students to register at an earlier date. The fee increase should encourage a reduction of the number of late registrants, thus reducing the cost in the registrar's office for temporary help needed to handle large numbers of late registrants. The increase in this fee, although punitive for the offender who does not register in the specified period, is not intended to penalize so much as to discourage lateness. In any case, the additional revenues collected from this fee increase must go to the Commonwealth and therefore would not enable staff increases for that office. It was suggested by Treasurer Johnson that the vote contain a provision to allow for discretionary waivers of the fee.

Research Services

The third item, Mrs. Hanson explained, would establish a Trust fund and charge for Research Services provided by the University. This is a users' fee which would cover the cost of glass, chemical and electronic laboratory services, standard procedure at universities.

There being no further discussion of the foregoing proposed trust funds and fees, it was moved, seconded and

VOTED: To recommend that, effective July 1, 1976, the New York Outreach Trust Fund be established.

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VOTED: To recommend that, effective July 1, 1976, the fee of $350 ($273 for rent and $77 for program costs) for the New York Outreach Trust Fund be established.

VOTED: To recommend that, effective July 1, 1976, the charge for Late Registration and/or Payment be established at $25.00 per student, said fees to be remitted to the Commonwealth, and the Chancellor or his designee be authorized to waive this fee in individual cases of unusual or extenuating circumstances.

VOTED: To recommend that effective July 1, 1976, the Research Council Services Fund be established. The purpose of the Trust Fund will be to support the glass, chemical, electronic and other research services available to faculty and students engaged in sponsored and unsponsored research and to act as the depository for revenue generated from such services.

VOTED: To recommend that, effective July 1, 1976, the fee schedule as detailed on p. III.71 of Section III of Doc. T76-056 be established for the Research Council Services Fund.

Residence Hall Rent Increase

Chairman Carlson then turned to the proposed increase in room rents. This is the item, he said, which was discussed extensively at the Student Affairs meeting the previous day. Trustee Cronin asked for clarification as to how the $45 increase was determined. Chancellor Bromery explained that this is the amount in addition to money from the operating budget which would be necessary in order to make the necessary short-term renovations and repairs to the residence halls. This money would replace the money transferred from the Residence Hall Trust Fund for the purchase of Fraternity/Sorority Park. The cost of the renovations would amount to considerably more than the fees collected, but the $45 increase would be used to assist in paying for renovations, some of which have been mandated as a result of the suit brought against the University by a group of students. Chancellor Bromery said Student Affairs personnel, the Student Government Association and the residence hall governance bodies need to make it understood by students that any damage to residence halls will result in increased maintenance and renovation costs for which they must pay. He said that the campus would be working through the summer to develop long-range financial solutions and plans for the maintenance and renovation problems of the residence halls.

President Wood said entering students should be advised of multi-year fee schedules so that they can anticipate and plan their finances. He also stated that, since repairs had been delayed during the last several years because of the limited funds

available, physical conditions were such that postponement of repairs and renovations cannot continue and it would be necessary now to invest money in the residence halls.

Trustee Croce asked if the residence buildings were insured. Treasurer Johnson replied that the dormitories which are owned by the Building Authority and the Building Association are insured, but those owned by the state are not. However, he said, as the debt service is paid off in the next few years, the University can look forward to money becoming available for other uses, such as maintenance.

Trustee Cronin said that the Student Government Association had sent a memorandum to Vice Chancellor Gage, asking that the rent increase be put to specific uses. Some of these proposals had been incorporated into Chancellor Bromery's memorandum, he said, and others had not. Since this matter had been thoroughly discussed at the Student Affairs meeting, it was the sense of the Committee that further discussion was not warranted by the Committee on Budget and Finance. It was then moved, seconded and

VOTED: To recommend that, if adopted by the University of Massachusetts Building Authority, the following per occupant charges reflecting a $45.00 increase in all projects be approved, effective September 1, 1976:

Project	Annual Charge	Semester Charge
Project I	$690.00	$345.00
Projects II, IV, VI, VIII, X	$750.00	$375.00
Project XII	$770.00	$385.00

VOTED: To recommend that effective September 1, 1976, the following charges be established for student accommodations in dormitories in the Residence Hall Trust Fund:

Condition	Annual Charge	Semester Charge
Renovated	$750.00	$375.00
Unrenovated	$690.00	$345.00

Trustee Conti was recorded in opposition to the above votes.

Chairman Carlson then turned to the matter of the fee-based budgets for FY 1977.

B&F Comm.
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UNIVERSITY OF MASSACHUSETTS

UM/Worcester--Fee-based Budget (Doc. T76-087)

Mr. Cathey reported briefly on the FY 1977 Fee-based Budget--UM/Worcester (Doc. T76-087). He said the Health Fee and the Equipment Fee are just now starting to show activity since the University Hospital is now handling the health service, and the equipment is now experiencing more wear and tear as a result of the increased usage. He said that money lent to the Student Housing Trust Fund is now in the process of being repaid.

On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the fees as set forth in the FY 1977 Fee-based Budget, UM/Worcester, dated May, 1976 (Doc. T76-087).

UM/Boston--Fee-based Budget (Doc. T76-086)

Chancellor Golino reported that the FY 1977 Fee-based Budget--UM/Boston (Doc. T76-086) contained only one new fee, for the fee-assisted summer program, which had been approved at an earlier meeting.

On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the fees as set forth in the FY 1977 Fee-based Budget, UM/Boston, dated May, 1976 (Doc. T76-086).

UM/Amherst--Fee-based Budget (Doc. T76-056)

Chancellor Bromery reported that the FY 1977 Revenue-based Budget--UM/Amherst (Doc. T76-056) contained for the most part on-going fees, and that the new fees and fee increases had already been discussed and approved by the Committee. He called the attention of the Committee to the SATF tax, which had been discussed at the Student Affairs meeting. He stated his concern that with the rapidly growing portion of the SATF tax being used to pay student and nonstudent salaries and consultation fees, hiring practices be in compliance with University policies and state and federal affirmative action guidelines. He added that plans were being made to have the activities supported by the SATF tax comply with the accounting and auditing practices of the regular University accounting system.

On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the fees as set forth in the FY 1977 Revenue-based Budget, University of Massachusetts, Amherst campus, dated June 1976 (Doc. T76-056).

There being no further business, the meeting was adjourned at 11:45 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
LONG-RANGE PLANNING

May 19, 1976; 2:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Rowland; President Wood; Trustees Breyer, Carlson, Clark; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Committee Members Absent: Trustees Conti and Spiller

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Assistant Vice President for Analytical Studies; Mr. Richard Brunell, student intern, Office of the President

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

Guests: Professor James Ackerman, Chairman, Advisory Council on the Fine Arts; Mr. John Hite, student, UM/Amherst; Mr. Milton Kirstein, Student Trustee staff, UM/Boston

Chairman Rowland called the meeting to order at 2:00 p.m. She said that the agenda would be taken up in reverse order so that Professor Ackerman could comment on the Draft Report of the Advisory Council on the Fine Arts before the Committee opened discussion on continuing education programs.

Advisory Council on the Fine Arts

Chairman Rowland commented that the Advisory Council had been established by the Board of Trustees in February 1974, upon the recommendation of the Committee on Long-Range Planning. She then read the charge to the Council. She said the draft report of the Advisory Council would be available in the near future, and at the August meeting of the Committee, the report would be discussed and members would be asked to consider the University's long-range commitment to the arts.

At Chairman Rowland's request, President Wood commented. He thanked Professor Ackerman for the work done by the Council in identifying key issues, such as the need for congruity between faculties and activities and in identifying differences between the Amherst and Boston campuses.

Mrs. Robinson added that UM/Boston is now at a critical stage in planning for the arts. Site studies are under way for the new arts and sciences building and a possible relationship with

the Massachusetts College of Art has been proposed.

Mr. Cooley stated his concern about the size of the investment necessary to mount an outstanding arts program and suggested that ways be explored for obtaining funding from sources external to the University, as well as determining the revenue that could be generated through performances. He also suggested exploring cooperative and exchange programs with other resources in the vicinity of UM/Amherst such as Tanglewood, the Saratoga Performing Arts Center and the new College of Dramatic and Performing Arts in Purchase, New York.

Chairman Rowland then asked Professor Ackerman to summarize the conclusions of the Advisory Council.

Professor Ackerman said that the introduction to the draft report which had been circulated to the Committee contained the major issues addressed by the Council. He said that each subcommittee would submit its own report and make recommendations in its particular field of expertise.

The Advisory Council, he said, had found a great imbalance between UM/Amherst and UM/Boston, not in quality of faculty, but in funds invested. The program at Boston, he said, was grossly underfunded. Faculty members carry extremely heavy teaching loads, and the breadth of the programs is so thin that graduates from the programs would find it difficult to get into graduate school. The program in Theater was particularly weak.

At UM/Amherst, he said, the drift is away from liberal arts toward specialization. Art programs are under pressure to admit more people. The council suggests that a ceiling be put on majors in the specialized degree programs. Limiting enrollment in specialized programs would make it possible to encourage students in other programs with an interest in the arts to take the more general arts courses.

Professor Ackerman said that the departments of music and dance at UM/Amherst have been successful in advertising their accomplishments by performing for the public. The Five-College programs are working well. There is a need for scholarships or tuition waivers for exceptionally talented students in the arts since the capacity to recruit and keep outstanding artists upgrades the whole institution. In the current budget situation, the Council saw little possibility for the development of cooperative programs between UM/Amherst and UM/Boston.

The most urgent problem at UM/Amherst, Professor Ackerman said, was improvement in the organization and coordination of the activities for the Fine Arts Center. A study of these problems should be undertaken and from it should come a clarification of authority and organization.

The program at UM/Boston is quite distinct from that at UM/Amherst, as it should be, he said. It would be interesting, he added, to compare expenditures per student at the two campuses. The Council suggests that the arts building at UM/Boston should be constructed to provide maximum flexibility. The Council would like to see the arts programs extended to evenings and the summer and to see the library open for longer periods. They suggest greater use of part-time faculty from the professional ranks of various art fields.

Professor Ackerman thought it might prove helpful if the Council's report could be circulated to administrative officers, deans and department heads on the campuses as well as to the Long-Range Planning Committee.

President Wood agreed that wide circulation of the report by the Council would allow campus personnel to reflect over the summer on its conclusions and recommendations and be in a position to react to it in the fall.

Chairman Rowland asked Committee members to respond to Professor Ackerman's report.

Trustee Carlson commented on the Council's statement that the Fine Arts Center was not administratively or physically conducive to smooth operation. He expressed the opinion that the design of the building was not so much the problem and asked if a reorganization which could identify clear lines of authority would not alleviate this situation. Professor Ackerman replied that the design of the building could tend to either divide or pull together the various programs. Chancellor Bromery added that interdisciplinary programs were needed.

In response to a query with regard to the value of the professional performances versus educational activities, Professor Ackerman said, there was a need for balance so that one complements the other to the best interests of both.

Chancellor Golino said that he agreed with Professor Ackerman that arts programs at UM/Boston were inadequate. He said the faculty is overworked and underfunded, and relief is needed. He would welcome a mandate from the Trustees to move to establish more arts programs. He asked Professor Ackerman how he perceived a center for the arts at UM/Boston. Professor Ackerman replied that he would suggest a building that is flexible as to the activities it can house supplemented by possible use of facilities in the surrounding communities, such as unused warehouses, and the development of cooperative programs. Trustee Clark suggested that the Strand Theater might be a part of such a program.

President Wood said that whereas UM/Boston had the capacity to modify physical plans for the arts, UM/Amherst did not.

Trustee Clark asked whether the Committee on Long-Range Planning would merely vote to accept the report of the Council or would use it as the basis for developing a statement of long-range policy. Chairman Rowland replied that she would ask the Committee to recommend that the Board of Trustees reaffirm its commitment to the arts and approve a statement outlining future directions for the campuses in the arts.

President Wood commented that the Committee up to now has dealt with fixing magnitudes in its policies for enrollments at the two campuses. It has not as yet considered issues which link the effect of a capital budget on the operating budget. Fine arts, he said, is an area of increasing student interest, and although there has been money in the capital budgets for the arts, commensurate operating funds have not been adequate for the support of programs in the arts. He added that in the present budget and fiscal situation, it is no longer possible to say: This is what you want, give me the money and I will do it. For every new program offered, something else must be curtailed.

Chairman Rowland asked Mr. Gulko if it would be possible to obtain the costs which are associated with the various types of art programs. Upon receiving an affirmative reply, she asked that the Amherst campus begin to develop such figures for the use of the Committee on Long-Range Planning in studying relative priorities. Trustee Clark asked if the ticket sales provided enough revenue to be a major consideration. Chancellor Bromery replied that they did not. Professor Ackerman added that one way of obtaining revenue was to conduct special summer workshops and other such activities. He concluded by emphasizing that the Council was particularly concerned that interaction take place among the arts.

Chairman Rowland thanked Professor Ackerman for his report, saying the Committee would look forward to receiving the formal report of the Council.

Continuing Education Programs

Chairman Rowland then turned to the second item of agenda, the matter of the Continuing Education Programs.

At the request of the Chairman, Mr. Lynton opened the discussion, informing the Committee that a subcommittee of the Multicampus Planning Committee had been studying this matter and would make its recommendations in the near future. He stated his belief that a major effort should be made to encourage non-traditional programs, both on and off campus, during the week and on weekends. All such activities, he said, must be viewed as an extension of the regular campus programs. The report of the Multicampus subcommittee, he said, would touch briefly on the reasons for this, which are: 1) self-interest, 2) social interest, 3) job market conditions, and 4) changing patterns of employment and the obsolescence of knowledge. Continuing Education should be viewed as an extension of the regular academic programs, with

the responsibility for the academic content of the programs coming under the perview of the provost, and with the officers of the continuing education program becoming the management staff for the operation of the programs. The Multicampus Planning Committee report will make a number of specific recommendations, he said, among which are the following: (1) the University should actively pursue those programs for which it is uniquely qualified, and (2) the University should continue its experimental and developmental programs as a means of assisting other colleges and universities. At issue, he said, is the maintenance of the quality of the programs which are developed for the nontraditional student.

Mr. Cooley commented that there were a number of attitudinal as well as procedural problems to be overcome in order to make the necessary changes in the continuing education programs and that this would not be easily accomplished. Mr. Lynton said that as continuing education programs move under the wing of the provost, it may be necessary to consider conditional admissions with some sort of evaluation at a later date to determine who should be allowed to continue in the programs. Mr. Callahan asked if internal relationships between the continuing education and the regular academic teaching staffs would present a problem of dissenting views. Chancellor Bromery said that this would not be a problem since many of the faculty taught in both programs.

Chancellor Golino asked if it was anticipated that all continuing education programs would be run by UM/Amherst, or if each campus would direct its own programs. Mr. Lynton replied that he anticipated that each campus would have its own group of nontraditional students with its own type of programs, but that the directors of the campus programs would meet regularly to ensure cooperation and coordination of programs.

Trustee Carlson asked what the priorities between Continuing Education and the regular undergraduate programs would be in the event that at some future time university resources were limited. If it was necessary to cut back on enrollments, would the regular undergraduate and continuing education populations be cut on a pro rata basis? What are the criteria for answering this question? Chairman Rowland said that Trustee Carlson's question was an important one and that it should be considered in further discussion of this subject. Indicating that the Committee would discuss this matter again after the receipt of the Multicampus report, Chairman Rowland adjourned the meeting at 4:00 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

5008

UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

June 2, 1976; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Shaler, Mrs. Bluestone representing Trustee Fielding and Mr. Colby representing Trustee Winthrop; Secretary Hardy; Mr. Mehegan, recorder

Absent Committee Members: Trustees Cronin and Morgenthau

Office of the President: Mr. Lynton, Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Short, Alternate Faculty Representative; Mr. Woodbury, Associate Provost

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Mr. Smith, Associate Dean for Academic Affairs and Provost

Guests: Ms. Tehan, Executive Office of Educational Affairs

The meeting was called to order at 10:05 a.m. The first matter was additional Tenure Awards at UM/Amherst and UM/Boston (Doc. T76-080B). The President informed the Committee that the cases before it had been delayed for further information and discussion. He endeavored to outline for the Committee the process by which he wished to establish links between the campus Tenure and Grievance Committee, the campus administrators' recommendation and the judgements of the President and this Committee. In the case of one of the individuals appointed, the President had asked for an ad hoc outside committee to review the candidate's credentials and to advise him. This had been done, and it had been upon this committee's recommendation that he had awarded tenure in this case.

Tenure Awards (Doc. T76-080B)

Vice President Lynton said the Multicampus Academic Personnel Policy Committee as was reported to this Committee when it was considering the Personnel Policy (Doc. T76-081) at its last meeting, was studying the grievance procedures of the University, and will make recommendations which then will go through governance to the Board. One of the proposed recommendations being considered by the Multicampus Committee was that there should be personnel committees at the Provost's, Chancellor's, and President's level,

especially in borderline cases. A discussion ensued about committees at these levels. The President said he believed that at his level committees should be ad hoc, because he did not believe he should be expected to submit all cases to such an advisory body. There was general agreement that the Provost-Chancellor committees should be standing, but several persons differed as to whether their memberships should vary. Chancellor Bromery said they should not vary, while Chancellor Golino and Trustee Burack said they should.

Upon motion made and seconded at 10:15 a.m., it was

VOTED: To enter executive session to discuss specific tenure cases and the appointee to the position of Vice Chancellor for Academic Affairs and Provost of the University of Massachusetts at Boston.

The executive session ended at 10:45 a.m. Upon motion made and seconded it was

VOTED: To concur in the President's award of tenure to those faculty members named in Doc. T76-080B at the University of Massachusetts at Amherst, Boston and Worcester.

Mr. Lynton pointed out that the concurrence in the award of tenure to the individuals discussed in executive session changed the statistics mentioned in the President's covering memorandum to Doc. T76-080B. Out of 277 positive campus recommendations in the last three years, the President had acted favorably on 272. Referring to the provision of the Academic Personnel Policy (Doc. T76-081) that presidential reversals of campus recommendations shall be "rare," Mr. Lynton said that by any reasonable standard five negative decisions out of a possible 277 would be classified as "rare." A second motion was then made and it was

UM/Boston--Vice Chancellor for Academic Affairs (Doc. T76-091)

VOTED: To recommend that the Board of Trustees concur with the appointment of Dr. Robert J. Steamer as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Boston, as set forth in Doc. T76-091.

Two additional motions were then made, seconded and it was

UM/Amherst, Boston--May Graduation Lists (Doc. T76-089, T76-090)

VOTED: To recommend that the Board of Trustees approve the May, 1976 Graduation Lists of the University of Massachusetts at Boston, subject to the completion of all requirements as certified by the Recorder of that campus, as contained in Doc. T76-089.

UNIVERSITY OF MASSACHUSETTS

F&EP Comm.
6/2/76

VOTED: To recommend that the Board of Trustees approve the May, 1976 Graduation Lists of the University of Massachusetts at Worcester, subject to the completion of all requirements as certified by the recorder of that campus, as contained in Doc. T76-090.

There was no other business to come before the Committee, and the meeting was adjourned at 10:55 a.m.

Gladys Keith Hardy

Gladys Keith Hardy
Secretary to the Board of Trustees

5012

UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

June 2, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Robertson, Rowland, Shaler, Spiller, Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, recorder

Absent Committee Members: Trustee Gordon

Other Trustees: Trustees Breyer, Burack, Conti, Cronin, McNeil, Mrs. Bluestone representing Trustee Fielding, Mr. Callahan representing Trustee Anrig, Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Associate Provost; Professor Short, Alternate Faculty Representative

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Cathey, Controller; Professor Smith, Faculty Representative; Mr. Smith, Associate Dean for Academic Affairs and Provost

Guests: Ms. Guttenberg, Mr. Federow, Ms. Tehan

UM/Worcester--Funding of Group Practice (Doc. T76-098)

The meeting was called to order at 11:10 a.m. Chairman Healey was delayed, and Trustee Carlson assumed the chair in his absence. The first item of business was the funding of the Group Practice (Doc. T76-098) at the Medical School. Mr. Janis stated that there was an anticipated cash shortfall in the Group Practice Trust Fund account. He explained that this shortfall included funds needed to pay the Group Practice portion of the compensation. The reasons for the shortfall were the late opening of the Hospital, an increased lag in accounts receivable, and the absorption by the Group Practice Trust Fund of the cost of medical malpractice insurance. The projected shortfall was a short-run problem and funds advanced to the Group Practice could be reimbursed in the next two fiscal years, he said. The proposed source of funds to cover it was a Reimbursable Grants Trust Fund. He asked Mrs. Hanson to explain this trust fund.

Mrs. Hanson explained that the trust fund had originally

been set up as a revolving fund at Amherst for the purpose of financing reimbursable grants in the early sixties. But with the growth phase of the sixties, the needs of the University for covering expenses incurred in implementing reimbursable grants and contracts had expanded so that the amount in this fund was not adequate. Hence, from a practical point of view, the trust fund lay unused, while the University used other means to finance reimbursable grants. This fund could be used to cover the projected shortfall in the Group Practice account, if the purpose of the trust fund were expanded. In response to a question, Mrs. Hanson explained that the amount taken from the fund could begin to be repaid from the Group Practice account in mid-FY 1977 and would be fully repaid by June 1978. She said that the fund would be drawn down as needed, and would be repaid with interest at 6 percent as funds became available.

Secretary Parks picked up on the point about shortages in accounts receivable, and asked whether there was a system in the Hospital for handling this chronic problem. Mr. Janis explained the system and a brief discussion ensued about the details. There was also additional discussion of the details of the proposed transfer. Upon motions made and seconded, it was

VOTED: To recommend to the Board of Trustees that the purpose of the Reimbursable Grants Trust Fund Account 0-11020, a revolving trust fund account, shall be for the financing of reimbursable grants and contracts and as a source of funds for reimbursable payment or transfers to new trust funds and to University trust funded activities.

VOTED: To recommend to the Board of Trustees that the Chancellor of the Amherst Campus be and hereby is authorized to transfer funds from account 0-11020 to account 3-7000 as required. Further that the reimbursement from account 3-7000 for said transferred funds be completed by no later than June 30, 1978.

UM/Worcester--Fringe Benefits for Group Practice

The Chairman called attention then to the selection of a fringe benefit consultant for the Group Practice, and asked Chancellor Bulger to comment. Chancellor Bulger reported that the Group Practice had been looking for a firm which could give help in this area, and the Wyatt Company seemed to be the best choice. There was no discussion, and the Chairman explained that this item on the agenda was merely informational.

UM/Worcester, President's Office--Fund Transfers (Doc. T76-095)

The third item consisted of proposed Fund Transfers at UM/Worcester and the Office of the President (Doc. T76-095). Mrs. Hanson explained that one transfer was to cover an "unallotment" by the executive branch in the UM/Worcester "02" salary account. This transfer would be necessary to meet the Medical Center pay-

roll through the end of the year. Second, she said, a transfer would be made into the "16" account in the President's Office to cover certain expenses of the University-wide Common Services which the Worcester campus was unable to meet in the current fiscal year. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the fund transfers as set forth in Trustee Document T76-095.

Continuing Resolution

The Committee next turned to a proposed Continuing Resolution. There was no discussion and, upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the President be authorized to approve and adopt the policies and procedures governing the expenditure of state and non-state funds by the three campuses, the Office of the President and the Institute for Governmental Services from July 1, 1976 until such time as the Board of Trustees adopts the Operating Budget for Fiscal Year 1977.

The approval of expenditure of said funds shall be consistent with the applicable state statutes governing the FY77 appropriation and in accordance with trustee policy.

Report on FY 1977 Budget Request

The Chairman then asked Mrs. Hanson to provide a report on the status of the FY77 University Budget in the Legislature. Mrs. Hanson reported that the House had approved a budget for the University of $107.9 million, compared with the executive budget recommendation of $104.7 million. The House had provided additional funds for Amherst, Boston and the Medical School, but had cut the President's Office Budget. The House-passed bill provided $9.5 million for the Hospital, which was the amount requested by the University. Chairman Carlson asked the President to comment on the proposed cut from the Office of the President. President Wood said he did not regard the action of the House as a matter for great concern if the funds were restored before final passage of the budget. Trustee Spiller agreed, and said he believed the cuts would be restored.

Secretary Parks asked whether the President could be relocated on one of the campuses, and several Trustees stated strongly that the Board's policy was that the President should never be located on one of the campuses. Secretary Parks also stated that the administration's position on the budget was that all state agencies should receive level funding with FY 1976.

Academic Personnel Policy (Doc. T76-081)

The Committee turned its attention then to the proposed Academic Personnel Policy (Doc. T76-081). Trustee Troy recalled

that the Faculty and Educational Policy Committee had reviewed this proposal, as mandated by the Board in its June 4, 1975 vote, and recommended it to the Executive Committee for its final recommendation, since it comes under the category of rules and regulations. The Multicampus Personnel Policy Committee had forwarded a proposed change in the three tenure criteria: from excellence in two categories and strength in a third to excellence in one category and strength in the other two. The F&EP Committee had rejected this change. The Committee had also agreed to retain the words "rare and compelling" with regard to the circumstances under which the President should reverse campus tenure recommendations.

Counsel Searson advised the Committee of his reservations about the words "rare and compelling." Considerable discussion took place about the desirability of substituting other adjectives, but the Committee finally decided that it would recommend that the words remain, on the understanding that they are to be construed as meaning that serious consideration must be given to faculty recommendations in a manner consistent with Trustee policy on University Governance (Doc. T73-098). Trustee Spiller suggested that the Committee defer the proposed action until September, since he was concerned about ambiguous and vague language, but the President urged the Committee not to delay because the policy was needed as soon as possible. Upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees accept all of the revisions to the current Academic Personnel Policy (T75-125) as set forth in Trustee Document T76-081 except the proposed section 4.9(a) and to substitute therefor the text of section 4.10(a) of Trustee Document T75-125:

> "Convincing evidence of excellence in at least two, and strength in the third, of the areas of teaching; of research, creative or professional activity; and of service, such as to demonstrate the possession of qualities appropriate to a member of the faculty occupying a permanent position."

VOTED: To recommend that the Board of Trustees adopt the Academic Personnel Policy as set forth in Trustee Document T76-081, as amended; further, that Docs. T63-050, T64-061 (except for Part II, Articles 5-7), T73-069, T75-125 and any other policy, rule or regulation incompatible with Doc. T76-081, as amended, be rescinded.

UM/Worcester--Amendments to Hospital By-Laws (Doc. T76-034A, T76-100)

Chairman Healey introduced a matter which had not been on the agenda before the meeting, relating to the UM/Worcester Hospital By-Laws (Doc. T76-034A). Vice President Janis explained that Board approval of the proposed amendments to the Hospital By-Laws was necessary for gaining the certification required for

payments under the Medicare system. After amendments were described and the reasons for them set forth, a motion was made, seconded and

VOTED: To recommend to the Board of Trustees that the By-Laws of the University of Massachusetts Medical Center (Doc. T76-034A) be amended by adopting the proposed amendments set forth in Doc. T76-100.

Fair Information Practices Act

Mr. Janis informed the Board of the enactment of the Fair Information Practices Act by the Commonwealth, which had to do with the protection of information in personnel data banks. The Act required that regulations be in effect by July 1, 1976, he said, and he explained that these regulations will be presented to the full Board at the August meeting. He mentioned this matter now, he said, strictly as a matter of information.

Executive Compensation (Doc. T76-093)

The next matter on the agenda was a presentation on the University executive compensation policy (Doc. T76-093). President Wood said that the position of academic dean was becoming an increasingly important management position in the University. Increasingly, deans have been called upon to act as arbitrators between departments in issues of academic programming, and are key persons in personnel policy and budgetary decisions. However, in many cases the deans are falling behind, relatively speaking, in compensation. Their compensation is often barely distinguishable from that of senior professors. This matter had been raised originally by Chancellor Bromery as a matter of equity, but the equity point had been rapidly overtaken by reality as the campuses endeavored with difficulty to fill vacant decanal positions. Comparative studies with other universities in compensation for academic deans showed the University to be 41 out of 89 in arts and sciences, 21 out of 46 in agriculture, 34 out of 96 in institutions of education and 48 out of 81 in engineering insofar as compensation for deans is concerned. For equity and for recruiting purposes, but also for strengthening the relative position of deans, the President believed it essential to raise the range for the position of dean.

President Wood said that, as the campuses try to recruit provosts and vice chancellors, their capacity to attract persons of distinction as the market frees up is seriously hampered by the present ranges. While it did not meet Chancellor Bromery's original request, he proposed to allow salaries approaching the maximum of the Board-approved salary schedules for provosts.

In asking the Board's consideration of individual personnel actions, said the President, he would be asking for senior executive compensation guidelines for three positions in addition to the three positions added since the guidelines were adopted. These were: vice president for management and business affairs, vice chancellor for health affairs and vice chancellor for administration and finance, the latter two positions for UM/Worcester.

These requests were not for new positions, he pointed out, but for adjustments in the salary ranges.

Regardless of compensation, the President pointed out, the University remains in a seriously uncompetitive position in terms of fringe benefits. The adjustments in salary ranges would go some distance to rectify this, but the University was still hampered by this disadvantage when recruiting. Both Chancellor Golino and Chancellor Bromery strongly agreed with the President's analysis, and both pointed out the additional fact that the University had gone for two years without a cost-of-living increase.

Trustee Robertson said that as one involved in salary administration, he believed it to be imperative for good management to maintain differentials between different levels of responsibility. He strongly supported this measure to make the University more competitive.

Upon motions made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize the President of the University to take the necessary steps to extend the application of the salary policy lines for senior executive positions as adopted on June 4, 1975, to the positions of Secretary of the University and the General Counsel of the University, and to establish new salary ranges for those positions.

VOTED: To enter executive session to consider Personnel Actions (12:35 p.m.)

The executive session ended at 1:35 p.m. Upon motions made and seconded it was

Classification of Position Titles (Doc. T76-099)

VOTED: To recommend that the Board of Trustees approve the Classification of Position Titles as set forth in Doc. T76-099.

Personnel Actions (Docs. T76-091, T76-092, T76-094, T76-097, T76-101)

VOTED: To recommend that the Board of Trustees concur with the appointment of Dr. Robert J. Steamer as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Boston, as set forth in Doc. T76-091.

VOTED: To approve the personnel action, UM/Boston, as set forth in Document T76-094.

VOTED: To recommend that the Board of Trustees confirm and approve the Personnel Action, UM/Worcester, as detailed in Doc. T76-092.

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UNIVERSITY OF MASSACHUSETTS

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VOTED: To recommend that the Board of Trustees approve the personnel actions, Office of the President, as set forth in Doc. T76-097 and Doc. T76-101.

There was no other business to come before the Board and the meeting was therefore adjourned at 1:40 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

August 4, 1976; 9:30 a.m.
Faculty Dining Room
Third Floor, Building 020
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Conti, Croce, Dennis, Gordon, Rowland; Secretary Hardy; Treasurer Johnson; Miss Eichel, Assistant Secretary, recording

Absent Committee Members: Trustees Shearer and Troy

Other Trustees: Trustees Cronin and Shaler

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Ms. Frankel, Staff Associate; Ms. Hanson, Budget Director; Mr. Kaplan, Associate Vice President for Organization and Management; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Mr. Bishop, Acting Director, Procurement Office; Mr. Gulko, Budget Director; Mr. Martus, Co-President, Student Government Association; Ms. Batiste, Student Senator

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Mr. Hanley, Associate Director of Material

UM/Worcester: Chancellor Bulger; Mr. Fisher, Assistant Hospital Director; Mr. Schiff, Procurement Manager

Guest: Ms. Dorothy Shukri, Executive Office of Educational Affairs

UM/Worcester--Net Cost of Hospital

The meeting was called to order at 9:45 a.m. by Chairman Carlson. Mr. Carlson introduced Ms. Shukri of the Executive Office of Educational Affairs and then turned to the first item of the agenda, a report on the net cost of the University Hospital. He said this was an item of good news. The net cost to the state of operating the Hospital during FY 1976 had been about $8,000 less than anticipated. The Trustee mandate, voted in February 1976, was that the net cost to the state should not exceed $3.5 million. The actual cost came in at $3.492 million. In fact, he said, the net cost may be even less if retroactive Medicare and Medicaid payments are allowed. He then asked Mr. Janis to explain how these savings could be realized. Mr. Janis said that certification for reimbursement for Medicare and Medicaid payments had been received retroactive to June 3, 1976. An appeal for earlier certification had been filed and if the appeal is granted, it could conceivably result in as much as $350,000 in additional revenue to the Commonwealth, thus further reducing the

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net cost. There may also be a small savings, he said, if some of the purchase orders submitted at the end of the fiscal year to the state Controller continue to be disallowed and are carried over to the FY 1977 budget.

Chairman Carlson thanked Mr. Janis for his report and expressed the Committee's appreciation for the excellent work done by Chancellor Bulger and the Worcester campus in ensuring that the University's commitment to the Commonwealth was kept--that the net cost of the Hospital would not exceed $3.5 million for FY 1976. Chancellor Bulger responded that the people on the campus had worked very hard to accomplish this and, he added, they could not have done it without the assistance and cooperation of the President's staff.

University Purchasing Policy (Doc. T77-001)

Chairman Carlson introduced the second agenda item, the proposed University of Massachusetts Purchasing Policy (Doc. T77-001), a revision to the present policy which, he said, had been in use for some time and had served the University well. However, it now seemed advisable to standardize procedures on the three campuses where possible.

Mr. Carlson said the campuses and Mr. Janis' office had been working to improve the present purchasing manual and the results were the new manual and the proposed policy. He then asked Mr. Janis to comment on the new policy. Mr. Janis said that the main thrust of the review of purchasing policy was to learn what practices and policies were common to all campuses as well as differences on each campus relative to the scope of operation, size of campus and age of the campus. He said that most of the detailed work in developing the manual was done by the procurement directors on the campuses and that his office had served chiefly in a convener capacity. He said a large percentage of the manual covered common practices, but where the programs or organization of the campuses differed, separate procedures were established. Mr. Janis then listed the major revisions to the present policy: 1) allowing each campus to establish its own limits for purchases which must go out to bid, within the limits of the state statutes; 2) the addition of an affirmative action statement, and 3) provision for more frequent meetings of purchasing directors.

The manual is divided, he said, into four sections: 1) policy, 2) procedures, 3) forms and 4) staffing and organization. He said the manual is crucial in establishing the "rules of the game." It is a management necessity because accountability starts with identifying responsibility. He expressed his gratitude to the procurement directors for their work and assistance.

Mr. Janis said that the next project would be working with the campuses to develop a University-wide accounting manual and a manual on grants and contracts.

Trustee Dennis expressed a desire that the paragraph on affirmative action be strengthened. He said he would like to see the purchasing policy tied in with the University's affirmative action program and have specific procedures included, rather than simply a statement that minority firms would be encouraged to bid.

Mr. Janis said that the University actively seeks minority bidders, and asked Mr. Bishop to inform the Committee of policies and procedures now in use on the Amherst campus. Mr. Bishop said that the affirmative action program at Amherst had been in operation for several years and that bids are sent to minority firms wherever possible. An ongoing effort is made to develop a comprehensive directory of minority contractors, which are included in a systematic fashion in regular bid solicitations. In addition to including minority vendors as a normal procurement practice, the University's Procurement Officers have made special efforts to work with potential minority vendors in such ways as explaining how to work within the state system, meet state purchasing requirements and how to contact other state agencies with substantial purchasing activity. Also special individual instruction is provided by the campus on such procedures as how to complete documents and how to obtain necessary bonding.

Trustee Dennis asked if statistics were kept on the number of successful minority bidders. Mr. Bishop replied that they were not. Mr. Janis said they would try to develop a system for making this information available and would have a report at the end of the year.

Chancellor Bromery said he thought the campus could obtain statistics which would not only show the number of successful minority contractors but also the number of contractors which the University had routed to other buyers where their bids had been successful. He said the University does help minority firms to obtain both bids for University work and for work outside of the University. He added that the report should not only show the increase of minority firm bidders, but should also report the educational process carried on by the campus and show the number of informational contacts made with minority firms.

Mr. Carlson emphasized that the University had, in addition to its responsibility to minority contractors, a responsibility to the Commonwealth to obtain supplies at the best possible price.

There being no further discussion, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and adopt the University of Massachusetts Purchasing Policy as set forth in Trustee Document T77-001;

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further to recommend repeal of the Purchasing Policy adopted on September 17, 1962 (Doc. T63-017).

UM/Amherst--Project 11 Financing (Doc. T77-009)

Chairman Carlson said the last item of agenda dealt with the Campus Center, Project 11 Financing--UM/Amherst (Doc. T77-009). Due to a clerical error, he said, the carry-forward income reported in the bond prospectus had been overstated. It was not a legal problem, he said, but a matter of providing for cash flow needs, which would require the transfer of funds from other sources. President Wood added that after a long period of temporary financing, handicapped by legislative proscription and market constraints, the University's Building Authority managed to obtain permanent financing for the Campus Center earlier in the year. The bond prospectus, he said, had been prepared under severe time pressures, which had resulted in the clerical error.

Treasurer Johnson then explained to the Committee how the error had occurred. When the bond prospectus was being developed, he said, he had been asked to prepare a complete analysis of income and expenses of all University of Massachusetts Building Authority facilities for the past five years, as well as an estimate for the next five years. In analyzing the first four years, his office had been able to use figures from the annual Treasurer's reports, but the FY 1975 financial report had not yet been published and his office had had to use work sheets provided by the Campus Center and accounting office. The Treasurer's office had assumed that the 1975 data was in the identical format as previous years, but the format of reporting cash, he said, had been changed by the Campus Center management to include student fee revenue as a cash receipt and this resulted in a duplication on overstating of cash in the amount of $472,757.57. The error was discovered by Peat, Marwick, Mitchell, the auditors currently doing a financial audit of the Campus Center, and then was reported by the Treasurer to the Building Authority on July 1, 1976. Treasurer Johnson said the error led him to overstate available cash for FY 1977. The problem is one of cash flow, he said, which was always a problem for the Campus Center during the summer months but was aggravated this year by a revised management and services agreement which requires payments for debt service due on a monthly basis, and by higher debt service payments resulting from permanent financing.

Treasurer Johnson said that money had to be identified and committed to cover this cash flow problem. He said it is proposed that funds be allotted from the following sources in the order listed: 1) Trust Fund Interest, 2) Trustee Trust Fund Interest Reserve, 3) Campus Rentals, and 4) a loan from the Student Health Services Trust Fund. He said that, depending on the success of Campus Center operations, it might not be necessary to transfer all of the money, but should it be required, these are sources from which it could be obtained.

Trustee Dennis stated his concern that an error of such magnitude was not discovered at once. Treasurer Johnson explained that it had not been caught primarily because different people were working on different parts of the prospectus and the final statement had not been on hand. Chairman Carlson added that this was an unusual circumstance and although it would have been desirable to have had a cash reconciliation, the error was the result of limited time and the necessity to use data which came in piecemeal. Treasurer Johnson said that the Campus Center cash account was commingled with other funds, therefore the overstatement of funds was not obvious. Trustee Dennis said that an overview audit would probably have picked up such an error. Trustee Gordon asked what steps were being taken to ensure that such an error would be less likely to occur in the future. President Wood said that the Trustee vote in June, 1975 was designed to increase the University's capability in this oversight area. Mr. Janis said that a strong internal auditing function was the best way to prevent this type of error, and that he had recently assumed responsibility for this function and was working to strengthen it. Also, increased capability in the management systems area would work towards this end as well. Subject to budget approval, he said, he expected to augment the University's internal auditing capability by adding three internal auditors so that a total of three teams of two persons each would audit University accounts. External auditing firms to do internal audit had been considered, but the cost is too high. He said, however, that an outside firm could be employed to train the internal auditing staff and that a program is now in the development process. Trustee Gordon asked that this be given high priority.

Mr. Janis said that, at the initiative of Chancellor Bromery, a financial audit of the Campus Center and Continuing Education had been undertaken and that similar audits of the other major auxiliary enterprises were planned as well. The University now has a computerized auditing system--the IAI System. Trustee Dennis said there should be an auditing schedule so that it can be determined what is being audited and when so that functions will not be inadvertently overlooked. Mr. Janis said that aside from his assumption of the internal audit function, further steps include a new office of University Controller. This office will be established to deal with University-wide accounting policy and to work with controllers on each campus who will continue to report to the Chancellor. Chairman Carlson asked that when an auditing schedule has been determined, it be made available to the Budget and Finance Committee.

Trustee Cronin raised a question about the status of the bank proposed for the Campus Center and asked where the revenue anticipated from this source would come from if the bank did not become a tenant. Mr. Gulko replied the revenue would have to come from some other area of Campus Center activity.

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Chairman Carlson said sources of support for the Campus Center should be re-examined. He did not feel that Trust Fund Interest accounts should be perenially chipped away to meet the problems of the Campus Center. He stated his view that the proposed transfer of funds from the Trustee Reserve should be a loan and should be repaid with interest.

Treasurer Johnson said that the Campus Center is actually in a better financial position than appears to be the case because of its inventories and receivables, and he believes conditions are improving. However, there is still a cash flow problem.

Chancellor Bromery said the campus is still learning how to operate the Center and is attempting to build up business. With permanent financing, the Center is in a better position to make plans. The Garage is a drain on the Center because of its deficit operation, he said, and if the Garage could be made a part of the balanced transportation system at the campus, it might solve this problem, or at least ameliorate it. The Garage deficit, he said, comes to about $200,000 a year. The sharing of that fiscal burden presents an internal political problem. A campus task force is at work now looking for ways by which the garage could be integrated into the balanced transportation system so as to increase the usage of the garage and reduce the deficit by using revenue from other parking facilities. Trustee Gordon was pleased to learn that the composition of the task force was made up of faculty, students and employees--users of the system.

Chairman Carlson asked when the task force would have a report. Chancellor Bromery replied that it is expected in early fall.

Trustee Dennis asked how the Trustee Trust Fund Reserve was used. President Wood replied that it provided for such activities as the Task Force composed of University and Community people which discussed developments at Columbia Point or financial aid to foreign students each year. Mrs. Hanson added that the fund has been used in the past for unusual and emergency needs. It might be used to recoup losses from a fire, for instance. It is a buffer for emergency and unanticipated expenses.

Chairman Carlson repeated his concern that the Trustee Reserve would be depleted by using it to cover deficits such as the Campus Center operation, and that he did not think this was a proper use of the funds. That is why, he said, he felt that the money should be repaid by the Campus Center to the Trustee Reserve account. Trustee Gordon commented that the money might more appropriately be repaid without interest.

Trustee Carlson asked that the proposed vote be amended to indicate the Trustee Reserve account portion of the transfer as a loan rather than a gift, and that the money was to be repaid without interest over a three-year period. Trustee Cronin ex-

pressed strenuous objection to making this a loan. There being no further discussion, on motion made and seconded, it was

VOTED: To authorize the Treasurer of the University to make the transfers of funds as described in Trustee Document T77-009 in the event said transfers become necessary in order to ensure sufficient cash flow for the Campus Center during FY 1977; provided, however, that $60,000 be repaid into the Trustee Trust Fund Reserve account within a period of three (3) years.

Chairman Carlson asked if there was any further business. President Wood said that he would just like to inform the Committee that for the first time in the last three years, the University had a budget at the beginning of the fiscal year. He then informed the Committee of the amounts allotted to the campuses, the Hospital, and the President's Office, indicating that it represented an increase of 8 percent over the previous year's budget.

The meeting adjourned at 11:07 a.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

August 4, 1976; 11:00 a.m.
Faculty Dining Room
Third Floor, Building 020
Harbor Campus
University of Massachusetts/Boston

PRESENT: Committee and Committee Staff: Chairman Healey, President Wood; Trustees Carlson, Croce, Gordon, Robertson, Rowland, Shaler, Spiller; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Absent Committee Member: Trustee Troy

Other Trustees: Trustees Burack, Conti, Cronin, Dennis, Morgenthau; Secretary Parks representing Governor Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director; Mr. Kaplan, Associate Vice President for Organization and Management; Mr. Searson, General Counsel

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice President for Academic Affairs and Provost

UM/Boston: Chancellor Golino; Mr. Baxter, Budget Director; Professor Boelcskevy, Faculty Representative; Mr. Casey, Registrar; Ms. O'Shaughnessy, Director of Affirmative Action

UM/Worcester: Chancellor Bulger

Guest: Ms. Dorothy Sukri, Executive Office of Educational Affairs

Fair Information Practices Act--University Interim Regulations (Doc. T77-005)

The meeting was called to order at 11:15 a.m. by Chairman Healey, who asked Mr. Janis, Vice President for Management and Business Affairs, to speak to the first item of agenda, University of Massachusetts Privacy and Confidentiality Regulations (Doc. T77-005), a requirement of the July 1, 1976, Fair Information Practices Act passed by the Legislature of the Commonwealth. This act regulates access to and use of information contained in personal records, computerized or manual.

The law provides 1) that access be controlled by a log or other means, 2) that permission of the individual involved be obtained before the records can be disseminated, except as otherwise provided by statute, and 3) that an individual shall have the right to review his or her own record and to seek correction if inaccurate. The law is designed to ensure accuracy and confidentiality of personal records. It requires that a report

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be made to the Secretary of State of all personal data systems. He called attention to the fact that this is a different piece of legislation from the "freedom of information" law, which makes available certain public records. This law is similar to the so-called "Buckley" amendment to the federal law, except that the Buckley amendment applies only to student records, whereas the state law is more inclusive.

The intent of the law is to control the types of information that go into computer data banks. The law requires various agencies to issue implementation regulations and the Executive Office of Administration and Finance has issued a model set of regulations. The interim regulations proposed by the University incorporate the basic features of the A & F regulations and add additional regulations which seemed appropriate for the University. Mr. Janis said he understood that the Community Colleges were about to adopt the proposed University of Massachusetts regulations.

Medical records, as opposed to student records, are exempt from the Fair Information Practices law, as are public records. The proposed regulations, he emphasized, are interim regulations and it is anticipated that they will be reviewed in November or December of this year. Final regulations will be drafted for presentation to the Board of Trustees in February 1977.

Chairman Healey inquired who would supervise this process administratively, to which Mr. Janis replied that it would be essentially a campus function and would be handled largely by the Personnel Department. The President's Office will monitor the process with the Personnel Directors. Additional personnel would probably be needed, he said, to implement the regulations. Trustee Croce inquired about the confidential status of material in the file previous to passage of the July law. Mr. Janis said that a "grandfather clause" would protect the confidentiality of recommendations received prior to July. Also built into the regulations is the idea of "informed consent", he said, whereby a person can waive his right to search the file, in which case a person making a recommendation would be so informed and could then consider that his recommendation would remain confidential. Trustee Croce asked what mechanism would be provided to correct any injustices an individual might find in his record. Mr. Kaplan replied that there is a provision in the regulations for rectifying such injustices, should they be substantiated.

Secretary Parks informed the Committee that the Executive Office of Educational Affairs had asked for a ruling from the Attorney General's Office with regard to the differences between the set of regulations developed by the Secretary's Office, which require review by A & F, and those proposed by the University, which do not. Mr. Janis said the reasons the

University had written its own regulations were threefold: 1) The Secretary's regulations did not exempt the Teaching Hospital, 2) they did not allow for the waiver of access with regard to confidential recommendations, and 3) they did not state that the Buckley amendment was controlling. The third item, he said, was critical because it determined the amount of federal money that would be forthcoming.

There being no further discussion on this topic, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve and adopt the University's Interim Privacy and Confidentiality Regulations (Trustee Doc. T77-005) under the Fair Information Practices Act (Chapter 66A of the General Laws); further, to recommend that the President be directed to report to the Executive Committee no later than the February, 1977, meeting of the Board on the need for any amendments to the said regulations.

UM/Boston--Affirmative Action Program (Doc. T77-004)

Chairman Healey then turned discussion to the matter of the Affirmative Action Program--UM/Boston (Doc. T77-004), asking Chancellor Golino to speak. Chancellor Golino said that the proposed program being presented to the Committee was the result of a full year's work and that he believed it to be a concrete affirmation of the commitment of the Boston campus to affirmative action. Chancellor Golino then introduced Ms. Pamela O'Shaughnessy, Director of Affirmative Action at UM/Boston, who had supervised the development of the program.

Secretary Parks asked if the proposed program would be submitted to the Board of Higher Education for a review and if it was consistent with the Board's regulations. Chancellor Golino said the program could not be submitted to BHE until the Board had acted upon it, but he felt that it was consistent with the BHE regulations. President Wood informed Secretary Parks that the Board of Higher Education's regulations, in absence of counsel of its own, had been drafted by the University counsel; therefore, he expected that the two sets would be consistent. Secretary Parks then asked if the program had been checked with the Governor's executive order. Ms. O'Shaughnessy replied that she had been working with the State Office of Affirmative Action, the Office of Civil Rights and the Board of Higher Education and that the program had been seen by them and they found it acceptable.

Trustee Dennis asked if minority contractors were included in the scope of the law regarding affirmative action. Ms. O'Shaughnessy replied that they were not covered in the Governor's executive order, but Chancellor Golino added that the Boston campus does attempt to include minority contractors wherever possible.

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Trustee Dennis said that although the proposed program has a strong commitment to affirmative action in the area of employment, he would like to see included wording which would strengthen the University's commitment to minority vendors. Secretary Parks picked up on this point and asked that the motion be so amended.

Answering this suggestion, Trustee Carlson said the difference between personnel and purchasing was clear. He supported a strong commitment to affirmative action, but he pointed out that purchasing involved the expenditure of substantial amounts of public funds, and he did not believe that considerations of affirmative action could tacitly be assumed to override the University's responsibility to purchase supplies at the lowest possible cost. Before he could support an amendment of the sort proposed, therefore, he would need to hear an explanation of how a conflict between affirmative action and low-cost purchasing would be resolved, should such a conflict occur.

Addressing the chair, Secretary Parks protested that this comment was "degrading." He said he had been "fighting in this vineyard" for a long time, and every time he or others called for affirmative action in contracts or purchasing, someone assumed that it was an attack on standards of efficiency. Just the night before last, he said, Secretary of State Kissinger had answered a question before an Urban League audience about the lack of black employees in the State Department by saying that "we don't want to do away with our efficiency." All he wanted was for the Board to include in this policy language that would "strike at the heart of the problem in terms of vendors," and that they be given maximum opportunity.

Trustee Spiller took vehement exception to what he inferred as Secretary Parks' suggestion that the University was presently guilty of wrongdoing, and if so, he resented the implication. "I had no intention," said Trustee Carlson, addressing Secretary Parks, "of degrading anybody in my comments." He said he had simply raised the question of what would happen if two vendors, one minority, were about equally qualified but the minority vendor offered a higher price? Would the minority vendor be preferred?

Several short statements followed on different aspects of the issue. Some saw no reason not to express merely the intent to take affirmative action with regard to minority vendors, while others felt such an amendment to be irrelevant to the motion on the floor, or that it deserved more careful attention before adoption by the Board. Counsel Searson worried about a "hasty and simplistic" amendment. Vice President Janis pointed out that the purchasing manual recommended by the Budget and Finance Committee earlier that morning already contained a commitment to affirmative action with respect to minority vendors.

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Following a suggestion by Trustee Morgenthau, the Chairman offered the following compromise: the motion as offered should be voted on so that the policy would conform to H.E.W. standards; then a second vote could be proposed which would express the Board's intention to develop an affirmative action program in purchasing without presumption of discrimination at present. He asked Trustees Dennis and Morgenthau to develop this second vote for the Board meeting. This appeared to satisfy everybody, and upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees adopt and approve the Affirmative Action Program of the University of Massachusetts at Boston which is contained in Trustee Document T77-004.

UM/Boston--Use of 100 Arlington Street by Boston School Department

Chairman Healey then turned to the matter of the use of the University facility at 100 Arlington Street by the Boston School Department. At the request of the Chairman, Chancellor Golino explained that the preceding year the School Department had leased five floors in the building for classroom use and that they would like space again this year, although only two floors would be required. He said he would like authorization from the Board of Trustees to enter into contract negotiations with the School Department for the lease of two floors of the building.

Trustee Robertson asked what use would be made of the three floors not being used by the School Department. Chancellor Golino said that some space would be used to give relief to College III, possibly some for the program "Another Course to College" and some would remain empty until such time as other uses were found for the space. The Urban Observatory may also require more space. Trustee Robertson asked if any attempt had been made to rent space, to which the Chancellor replied negatively, and said that he did not know whether space could be legally rented in a University-owned building. Trustee Croce inquired as to what the long-range plans for the building were. Chancellor Golino said it had been difficult to make plans for the building when it was not known how much space the School Department would need, and when its use was contingent upon the development of the Harbor Campus. Trustee Croce said that a committee should be set up to look into this matter. Trustee Spiller said that it might be appropriate for the Boston campus to respond to the Committee on Buildings and Grounds on future plans for 100 Arlington Street.

There being no further discussion, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize the Chancellor of the University of Massachusetts at Boston, to negotiate and execute

an agreement with the City of Boston whereby for a period of time not extending beyond June 30, 1977, the seventh and eighth floors of the University's facilities at 100 Arlington Street, Boston, may be occupied and utilized by the City for providing educational services and activities for students of the Madison Park High School in return for a payment for expenses attributable to the City's use of said facility.

UM/Amherst--
UM/Boston--
Administrative
Withdrawal
Policy
(Doc. T77-006
and T77-007)

The next agenda item was the matter of the Administrative Withdrawal Policy--UM/Amherst and UM/Boston (Doc. T77-006 and T77-007). Mr. Lynton explained that the Amherst and Boston campuses had been working with the President's Office and University counsel to develop a policy on administrative withdrawal. This would occur, he said, in situations where a student did not meet financial or other administrative obligations. Although the conditions which would warrant administrative withdrawal on the two campuses were identical, he said, implementation procedures would vary slightly, and for that reason separate policy documents had been developed. In reply to a query from Trustee Robertson, Chancellor Golino said that the campus made a great effort to accommodate the needs of the students and that the policy ensured fairness and due process for all students. Trustee Conti inquired if this policy had gone before the Committee on Student Affairs. Mr. Lynton replied that it had not, since that Committee had not met recently, but that it had been widely discussed on both campuses. Trustee Conti asked how Chancellor Golino envisioned the composition of the Administrative Withdrawal Review Committee, suggesting that it be set up in the same way as other standing committees of the Assembly and that the Assembly write the charge and determine the membership of the committee. Chancellor Golino said the composition of the committee had not been considered as yet and that he would be happy to discuss the matter with Trustee Conti.

There being no further discussion, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it approve the Rules and Regulations Governing Administrative Withdrawal Doc. T77-006 for UM/Amherst and Doc. T77-007 for UM/Boston, and that, effective the fall semester 1976, those rules and regulations become University policy at the respective campuses.

UM/Amherst--
Classification
of Position
Title, Dean,
School of Engi-
neering
(Doc. T77-003)

Chairman Healey next introduced the subject of the Classification of Position Title, Dean, School of Engineering--UM/Amherst (Doc. T77-003). Chancellor Bromery said the reason this request was being made is that in the search for a new Dean of the School of Engineering, it had become obvious that the salary range for academic deans was far below the require-

ments for this post. He said that should the Dean relinquish his post and remain a faculty member, his salary would revert to a level not to exceed the maximum of the General Salary Schedule.

At the Chancellor's request, Mr. Alfange briefly summarized the problems incurred in the search for the dean with regard to salary range. He said the University had to compete with industry for such people and in order to get a top-notch person, it would be necessary to increase the salary range. Trustee Gordon asked what regulations the University had with regard to consulting activities of deans and professors. Mr. Alfange said the University allowed one day a week for consulting. Dr. Croce asked if the deans of engineering in other universities in the country had higher salary ranges than other deans. Mr. Alfange said they are in the top bracket nationally, since senior administrators of engineering technology can command salaries outside of the academic marketplace.

Trustee Morgenthau asked the size of the Engineering School. Mr. Alfange replied that there were about 100 faculty and about 1000 students. Discussion ensued as to the benefits of the research and consulting work of deans to the institution and the amount of time that should be devoted to these activities. Trustee Burack said she was opposed to making exceptions to salary ranges. Trustee Shaler asked if it would be possible for the Committee on Faculty and Educational Policy to review Trustee policy on consultative activities, and it was the sense of the meeting that this would be done.

VOTED: To recommend that the Board of Trustees approve the Classification of Position Title as detailed in Doc. T77-003.

Chairman Healey then read the proposed vote on affirmative action with regard to purchasing which, he said, would be presented at the full Board meeting. There was no objection to the wording.

At the request of the Chairman, the Executive Committee, at 12:25 p.m.

VOTED: To go into executive session for the purpose of discussing honorary degree nominees. — Executive Session

The executive session concluded at 1:00 p.m. and there being no further business, the meeting was adjourned.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

-5036

UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

August 10, 1976; 11:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Spiller; President Wood; Trustees Burack, Clark, Shearer; Mr. Colby representing Commissioner Winthrop; Secretary Hardy; Miss Eichel, Assistant Secretary, recording

Absent Committee Members: Trustees Abrams, Dennis and Eddy

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Brigham, Senior University Planner

UM/Amherst: Mr. Littlefield, Planning Director

UM/Boston: Mr. Meehan, Planning Director; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Gilmore, Director of Community Services

UM/Worcester: Mr. Greig, Director of Physical Plant

Guests: Mr. Richard Brooker and Mr. Tim Coppolla, The Architect's Collaborative

Columbia Point

The meeting was called to order at 11:00 a.m. President Wood first brought the Committee up to date on developments on the Columbia Point Peninsula, apart from the University. He commented that the future development of the University would have to take cognizance of the context of the activities of the city and of other public and private institutions, as well as the community, in the area. He told the Committee that a working group had been formed, of which Chairman Spiller was a member, which had held two meetings and was discussing the development possibilities of the Peninsula. Second, discussions were going on through the good offices of Senator Brooke about the renovation and redesign of the housing project. Third, the designs of I.M. Pei for the Kennedy Library were to be unveiled tomorrow at a community gathering and would be available for the Trustees sometime afterward. The President mentioned several other activities taking place in connection with the Peninsula, including explorations by the Boston Opera Company for a facility on the campus. The President then described the progress of the capital outlay request in the Legislature and expressed optimism about its passage. There was a discussion of the amount and prognosis of the capital outlay request, and the tone was optimistic. There was also a discussion of ongoing litigation with respect to the faulty cooling system on the Harbor Campus.

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UNIVERSITY OF MASSACHUSETTS

Kennedy Library

UM/Boston--
Buildings 030
and 080/2

The President then asked Vice President Robinson to brief the Committee in more detail on the Kennedy Library. Mrs. Robinson described details of the Pei design and site. She then told the Committee that the University had asked The Architect's Collaborative (TAC) to develop new site studies of the current campus building plans, since TAC was already designing buildings 030 and 080/2. TAC had been asked to review the University's plans in terms of the effects of access to the Kennedy Library, the possibility of the State Archives and a Fine Arts building being built on the campus. TAC had also been asked to determine ways that the new buildings could be positioned so that if there were no further expansion of the campus, the new configuration would not have the raw edge it presently has, but could stand as a finished campus.

Mr. Brooker of TAC presented a model of the new buildings and described the reasons for the proposals contained therein. Trustee Burack observed that the site seemed terribly dense and wondered why there was not a greater emphasis on open spaces. Mrs. Robinson said there actually was a great deal of open space, and that in fact too much space between the campus and the Pumphouse and between the campus and the Library was more of a problem. The spaces between the buildings, she said, were as wide as the Commonwealth Avenue Mall.

UM/Boston--
MBTA Busway

The next item was the proposed MBTA Busway between Mt. Vernon Street in the Columbia Point housing project and the Harbor Campus perimeter road. Mrs. Robinson explained that the current plan called for the busway to carry only MBTA buses, and would be operated by a card-activated gate. Trustee Clark said she did not believe that the needs of the community had been adequately considered in the plans for this busway. There followed a long discussion about whether the busway would actually benefit or work to the detriment of the needs of the residents. Trustee Clark suggested that the community had not been consulted, and Trustee Shearer described fears in the community that present bus service would actually be harmed. Mr. Gilmore described a number of meetings which had included community leaders. After much discussion on the degree of community involvement and the role of the University, it was agreed, at the President's suggestion, that further meetings ought to take place between the University and the Columbia Point Development Council, with representatives of the MBTA present, to iron out any confusion over the busway's effects.

UM/Worcester--
Recreational
Facilities

The next matter was a report on recreational facilities at UM/Worcester. There are at present, said Mrs. Robinson, no outdoor facilities at the Medical School. Dr. Karl Hittelman has been working with a group of students interested in developing a recreation program. They contacted the Department of Landscape Architecture at the Amherst campus and asked if it would prepare plans for athletic facilities. Students from that Department

visited the site, as a class assignment, and developed two sets of sketches for outdoor facilities on two different sites adjacent to the School. The costs estimated for the project were extremely modest--less than a previous estimate for grading and seeding the sites--and the hope was that use could be made of the plans if the capital outlay bill is enacted. Mrs. Robinson described this activity as a "hands across the campuses" spirit of cooperation.

UM/Amherst--
Campus Safety

The Committee turned then to the Revised Campus Safety Program at the Amherst Campus. Mr. Littlefield explained that the campus had been trying for eight years and through six Amherst Town Meetings to close North Pleasant Street through the campus, but the May 13, 1976 Town Meeting had rescinded the Town's previous agreement with the University for the closing of the street in exchange for the construction of the new Northeast By-Pass by the Department of Public Works. He explained that the University now plans to request construction of that part of the by-pass west of North Pleasant Street and the connection to Route 116 northwest of the campus. He said the University planned to request a new vote of approval by the fall Town Meeting for this construction. The purpose of the new road, he said, was to reduce through-campus traffic.

There was no further business to come before the Committee, and the meeting was adjourned at 1:00 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

September 8, 1976; 11:00 a.m.
Administration Building
Room 308
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Conti, Dennis, Gordon, Rowland, Troy; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Absent Committee Members: Trustees Croce and Shearer

Other Trustees: Trustee Cronin; Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director; Mr. Hester, Associate Vice President for Business Services; Mr. Mazareas, Staff Assistant; Mr. Prussing, Deputy Director, Office of the Budget; Mr. Searson, General Counsel; Ms. Taylor, Staff Assistant, Office of the Budget

UM/Amherst: Chancellor Bromery

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Schwartz, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Cathey, Controller; Mr. Fellner, Assistant Controller

Guests: Mr. John Wood of Standish, Ayer & Wood, Investment Counsel; Mr. Martus, Co-President of the UM/Amherst Student Government Association

Report of Investment Counsel

The meeting was called to order at 11:00 a.m. by Chairman Carlson. Mr. Carlson reviewed briefly the order of business and then asked Mr. John Wood of Standish, Ayer & Wood to report on the status of the University's endowment portfolio. Mr. Wood reported that there had been little change in the stock portfolio since he had presented his analysis in April. The amount of stock held is slightly over the 60 percent ratio which had been recommended. The business forecast has not changed since he last reported. He recommended that the proceeds from the Treasury notes which matured on August 15 be reinvested, along with some other available cash, in new Treasury notes and a small additional investment in Xerox stock. After a brief discussion, on motion made and seconded, it was

VOTED: To authorize and empower Kenneth W. Johnson, Treasurer of the University of Massachusetts, to execute the following transactions:

B&F Comm.
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UNIVERSITY OF MASSACHUSETTS

Collect U. S. Treasury 7-1/2% Notes, 8/15/76 $40,000
Available Cash 19,000
$59,000

Now Own	Proposed Change	BUY	MARKET Per Share	Total Amount
50M	50M	U.S. Treas. 8% 2/15/83	102-1/2	$51,250
400	100	Xerox	65	6,500
				$57,750

Chairman Carlson asked Mr. Wood if he had further items to report. Mr. Wood replied that he had concluded his report except to say that the other proposed actions related to investments had his endorsement. Chairman Carlson thanked Mr. Wood, who then departed from the meeting.

Sale of Oil and Realty Developments, Inc. Common Stock (Doc. T77-017)

Chairman Carlson then turned to the next item on the agenda, the matter of the Sale of Oil and Realty Developments, Inc., Common Stock (Doc. T77-017), asking Treasurer Johnson to review the status of this stock. Treasurer Johnson explained that the stock in question is held by the Murray D. and Anne H. Lincoln Trust, of which the University is the sole beneficiary. The Oil and Realty Development Company is being liquidated and, therefore, Mr. Thornbury, trustee for the Lincoln Trust, would like the concurrence of the University to sell the stock. The sale of the stock would facilitate the closing of the Lincoln Trust as well as provide the necessary funds to carry the real estate portion of the Trust for another year or until it is sold. The balance from the proceeds of the sale would be turned over to the Lincoln Endowment fund when the Trust is terminated. On motion made and seconded, it was

VOTED: To concur with the proposal of the Trustee of the Murray D. and Anne H. Lincoln Trust, P. L. Thornbury, for the sale to Oil and Realty Development, Inc. of 5,300 shares of its common stock at $15 per share to be paid in twelve (12) monthly installments of $6,625 each, as set forth in Doc. T77-017.

President Wood abstained.

UM/Amherst--General Electric Foundation Grant (Doc. T77-018)

Chairman Carlson then asked Treasurer Johnson to explain the necessity for action with regard to the General Electric Foundation Grant (Doc. T77-018). Treasurer Johnson explained that the School of Engineering had been the recipient of a grant of $10,000 to support the 1976 Engineering Career Orientation for High School Students from the Inner City summer program at UM/

Amherst. Payment of the grant was made by issuing 174 shares of General Electric Company unregistered stock and a check for $27.62. Since the stock is unregistered, it must be sold in accordance with Rule 144 issued by the Securities and Exchange Commission. A vote of the Committee on Budget and Finance is required authorizing the Treasurer to sign the Stock Power. There being no objection to this sale, on motion made and seconded, it was

VOTED: To authorize Kenneth W. Johnson, Treasurer of the University of Massachusetts, to sell 174 shares of General Electric Company unregistered stock and to deposit the net proceeds from said sale in addition to the check for $27.62 in the Engineering Career Orientation Trust Fund to support high school students from the Inner City summer program, all as detailed in Doc. T77-018.

President Wood abstained.

UM/Boston--Alfred R. Ferguson Prize Fund

At the request of Chairman Carlson, Treasurer Johnson explained that the Alfred R. Ferguson Prize Fund--UM/Boston, had originally been established as a Trust Fund, as it was less than $3000, but contributions to the fund had increased to where it is now in excess of $4000 and it has been requested that a separate endowment fund be established, with the money invested separately from other similar funds, where assets are regularly pooled. Since there was no objection to the establishment of the endowment fund as a separate investment, on motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the Alfred R. Ferguson Prize Fund be established as an endowment fund but invested separately from the regularly pooled assets in either a long-term savings account or high-interest certificate or account for the purpose of awarding annually part or all of the interest earned during the preceding fiscal year as a prize to junior or senior students who have done distinguished work in American Literature; recipients of the awards shall be selected by the English Department, College of Arts and Sciences, Harbor Campus. Undistributed income remaining on June 30 shall be added to the principal of the fund.

UM/Worcester--Authorization of Signature

The next item of agenda was the matter of the authorization of a signature at UM/Worcester. Treasurer Johnson explained that in order to process certain paper work through the State Controller, it is necessary that the Board grant authorization of certain individuals to sign these papers. Mr. Richard Keene is the newly appointed Bursar at UM/Worcester and Chancellor

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Bulger has requested that his name be added to those persons already authorized to sign. On motion made and seconded, it was

VOTED: To recommend that the Board of Trustees authorize Richard E. Keene, in his capacity as Bursar at the Worcester campus, to sign and execute State Receipt Vouchers and Batch Control Schedules processed by the Medical School and Hospital to the Controller of the Commonwealth.

UM/Worcester--Premium for Malpractice Insurance (Doc. T77-023)

Chairman Carlson asked Mr. Janis, Vice President for Management and Business Affairs, to introduce the next item of agenda, the matter of the Premium for Malpractice Insurance--UM/Worcester (Doc. T77-023). Mr. Janis explained that the premium in question was for medical malpractice insurance to cover nonphysician patient service personnel at the Medical Center and did not include physicians, whose insurance was paid from Group Practice funds. The premium was due on August 20 and had lapsed, he said. The Deputy Controller for the state had refused to pay the premiums, even though the Attorney General had ruled in a similar case concerning Southeastern Massachusetts University that this was a proper use of state funds. President Wood stated that this was not the first time that the Controller's Office had attempted to exercise control over the University by means of withholding money, a practice which was beyond its authority.

Mr. Janis continued by explaining that the premium deadline had been extended to September 2. In order to meet the payment, the insurance brokers had to advance the funds for the premium with the explicit understanding that the University would reimburse them by September 22. Treasurer Johnson explained that the premium was due on a daily basis and that $5,000 would have to be delivered today to the brokers.

Chairman Carlson explained that two votes were being proposed in the Executive Committee for action which would reaffirm the intent of the Trustees that this coverage be provided and would also provide for a means of paying the premium if the money should not be forthcoming from the state. He called attention to the fact that although the action of the Trustees for the payment of the first premium had a dollar limit because the hospital was just then opening and the personnel covered at that time was limited, the proposed vote should not have a limit since the hospital is in full operation.

Chancellor Bulger expressed his appreciation to everyone who helped to meet this situation, because they could not have kept the hospital open without this insurance coverage. It was the consensus of the members of the committee to recommend favorably the two proposed votes to the Executive Committee.

FY 1977 Operating Budget (Doc. T77-008)

Chairman Carlson then turned to the matter of the FY

1977 Operating Budget (Doc. T77-008). He called attention to the errata sheets, which contain minor corrections and supplementary data. Chairman Carlson then asked President Wood to comment on the budget. President Wood said the fact that the University had received its budget at the beginning of the fiscal year had made it possible to begin to fill vacancies, purchase supplies and begin to return to normal operation. He called attention to the fact that for the first time, a separate section was provided in the budget for Common Services. Previously, these services had been handled by the lead agencies on the Amherst campus. They are now being shared by the three campuses and it is hoped that they will operate on a user-cost basis. He reported that a University-wide task force has been established with the goal of moving toward program budgeting. He said he expected that next year's budget process would have further reforms and innovations.

Chairman Carlson then asked Mrs. Hanson, Budget Director, to give an overview of the budget document. Mrs. Hanson stated that the FY 1977 budget totalled $173 million, representing a 7 percent increase over the FY 1976 budget. The budget for the UM/Worcester Teaching Hospital had increased substantially, she said, with small increases for the other two campuses. The only decrease was in the budget for the President's Office, which had lost two positions. In addition, the appropriation act mandates that campus funds may not be used for the President's Office, which results in a major short-fall in the salary category. She said that there had been a small increase in state funds for the Institute for Governmental Services, which would provide for full funding of positions in this area for the first time. She said that its Director, Maurice Donahue, continues to attract non-state funds as the Institute provides expanding services to the Commonwealth. Two-thirds of the income for the Institute, she said, came from non-state funds.

Chairman Carlson next asked Mr. Janis to review the section of the budget dealing with Common Services. Mr. Janis said that the $1,961,000 requested for FY 1977 represents an increase of $342,000 over expenditures for FY 1976. This additional money is required because of increased data processing costs. Increased use of the equipment, increased rental fees, additional storage space, more stringent reporting requirements, increased cost of supplies and additional personnel necessary to handle the increasing data base account for the large portion of this increase. In establishing the University-wide controllership, one new position has been added, and in the area of auditing, three additional auditors and one additional secretary will be required. The total number of new positions in these areas is fourteen.

Chairman Carlson recognized Mr. Jay Martus, Co-President of the Student Government Association at UM/Amherst, who mentioned the problems for the campus caused by not knowing at the time budgets were being prepared how much the contribution toward Com-

mon Services would be. He said the University should go to the Legislature with this part of the budget identified. Chairman Carlson agreed that this figure should be available, but explained that it had not been available this year because the bringing together of these services had been so recent. He, however, disagreed that the University should go to the Legislature with this part of the budget, since it is entirely up to the Board to make these operating budget determinations.

Mr. Martus next asked why the administrative allowance part of federal financial aid could not be used for Common Services. Mr. Janis replied that it was used for this purpose to the limits allowed by law, but that there were very strict federal regulations covering this area. Mr. Martus then asked what the budget requirements would be for the data processing area in the future. Chairman Carlson said that this is difficult to forecast, but that it is expected that there will be an increase in this area.

Trustee Gordon said he had a question on the other side of the coin--did Mr. Janis feel that the increase in budget was sufficient to develop the types of controls which would ensure that problems such as those which surfaced in the School of Education would not recur. Mr. Janis said that it would probably take at least two years before the University would have the strength in these areas that he felt desirable, but, he added, we are building. With the approval of the Common Services budget, he said, resources can be harnessed to realize improvements. Mr. Martus inquired whether more money would be required from the campuses during the year for personnel costs in the areas of Common Services. Mr. Janis replied that there would be no additional demands on the campuses for personnel costs in this area for FY 1977.

Chancellor Bromery mentioned that one regulation for the campuses which becomes expensive is the requirement of the Veteran's Administration that campuses keep extensive reports on class attendance by veterans. President Wood said that he had asked the Office of Management and Business Affairs to break out the costs of the various "users" of the data processing system in order to develop some kind of "user charges" and build equity into the system.

Chairman Carlson then turned to the campus budgets and asked Chancellor Bromery to comment on the budget for UM/Amherst. Chancellor Bromery said that in FY 1975 the budget for the campus had been $70.5 million in state funds, not including the library. In FY 1976 the campus had received from state funds $66.4 million. Not knowing what the budget situation would be in FY 1977, the campus had planned around a minimum of $65.5, figuring that any excess over that amount could be used for providing flexibility in programs. The campus had, in fact, received $68 million.

When it became apparent that the campus would at least receive level funding, the additional $900,000 was allotted to the academic areas, since faculty have to be hired before the budget is actually passed. The remaining $1.6 million was allotted to academic and student support services. The result is that it is now possible to provide flexibility in academic programs. Some of the additional money was used to make those salary adjustments which are allowed by the state. Trustee Troy asked the status of income from alumni. Chancellor Bromery replied that alumni funds are used for academic programs, scholarships and student activities such as the band, but the greatest amount goes toward scholarships.

Chairman Carlson thanked Chancellor Bromery for his remarks and pointed out that an innovation in the budget this year is a breakdown of the state fund budget by expense category. He expressed his hope that next year it would be possible to have comparative figures which would indicate any trends or shifts in academic emphasis.

Chairman Carlson then asked Chancellor Golino to comment on the budget for UM/Boston. Chancellor Golino said that the budget for the campus this year was $18.1 million, an increase of $600,000 over last year but still under the FY 1975 budget. He said that this money would be spent in the manner mandated by the priorities for the campus--student services, a commitment to Colleges 3 and 4, and maintenance of enrollment levels in the College of Liberal Arts. Chairman Carlson commended the campus on its work in keeping energy costs considerably under budget estimates during FY 1976. He then asked if the budget for FY 1978 could include a breakdown of the figure for the College of Liberal Arts into programs so that it would be possible to see where the emphasis was being placed.

Chairman Carlson next asked Chancellor Bulger to highlight the Hospital and Medical School budgets. Chancellor Bulger said that, as everyone was aware, UM/Worcester is in a growth phase. One of his charges had been to build an administrative and management team. Another was to finish building a faculty in the clinical areas. He said the basic science faculty was essentially complete, but that if the Hospital is to serve the purposes for which it was planned and which are mandated by law, and is also to fit into the regional plans for the area, then it is necessary that it can attract patients. In order to attract patients, it must have a good clinical staff. The clinical staff at the moment is only about 50 percent of its planned size. The reduction in the Hospital budget from $9.9 million to $9 million makes it more difficult to recruit good clinical personnel. He said the cuts in the Medical School budget had been so extreme that, for example, there was no low-level person to replace light bulbs in projectors; there was no one to make a slide. It was not possible to maintain even temperature levels in all laboratories. No books had been bought for the library since January. He said

that fourteen new beds had been opened in the Hospital in August and another fourteen would be added in April. It was hoped that very nearly 100 percent occupancy of the beds in the hospital would provide the maximum income possible. He expressed the hope that a few salary increases would be possible in the lower salary positions to enable the University to get and keep competent help.

At the conclusion of Chancellor Bulger's report, Chairman Carlson asked for general questions.

Trustee Gordon had praised the Amherst campus for good management under very difficult circumstances. Trustee Troy expressed the hope that it would be possible to find money in order to build up the library at UM/Boston. Chancellor Golino agreed and Chancellor Bromery commented that funds for library book acquisitions must now come from the operating budget. President Wood explained that in previous years requests for library support were included in the capital outlay budget and in a separate category under special appropriations of the maintenance budget. Now it is part of the budget for each campus in the hope that this will result in a better chance of getting support for libraries.

Trustee Conti asked how much money was spent on new administrative positions at UM/Boston. Chancellor Golino replied that although he had lost five positions in his office, he had only replaced two, both in community relations, which he felt were necessary. Chairman Carlson questioned the large reserve for fuel costs. Mr. Baxter said that this money was set aside in anticipation of a rate increase. There being no further questions, on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the FY 1977 Operating Budget for the University of Massachusetts as contained in Doc. T77-008.

There being no further business to come before the Committee, the meeting was adjourned at 12:20 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

September 8, 1976; 12:30 p.m.
Room 308, Administration Building
Harbor Campus
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Gordon, Rowland, Shaler, and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Members: Trustees Croce, Robertson and Spiller

Other Trustees: Trustees Abrams, Breyer, Burack, Conti, Cronin, Dennis, Morgenthau, and Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mr. Eller, Associate Vice President for University Policy; Mrs. Hanson, Budget Director; Mr. Searson, General Counsel; Mr. Mazareas, Staff Assistant

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Mr. Beatty, Associate Budget Director; Professor Burke, Acting Faculty Representative; Mr. Woodbury, Associate Provost

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative

Guests: Jay Martus, Co-President of the Student Government Association; Joan Pinck, Assistant Secretary, Executive Office of Educational Affairs

Trustee By-Laws (Doc. T76-051)

The meeting was convened at 12:30 p.m. Chairman Healey introduced the first matter, a proposed change in the By-Laws of the Trustees (Doc. T76-051) which would formally provide for executive sessions. He said he had discussed this matter with Counsel Searson and had decided that because it was a matter of fundamental operating procedure, it would be discussed at this session of the Executive Committee but would not be considered by the full Board until its next meeting in October, so that each member of the Board would have sufficient time to think about the proposed amendment.

Mr. Searson explained that the President had requested

an opinion of the Attorney General last January as to whether the Board were covered by the new open meeting law. That opinion had not yet been given, and in the meantime he suggested that the Board ought to have some definite language in the By-Laws on the procedures for executive sessions, instead of merely relying on parliamentary tradition as in the past. He had reviewed the minutes of the last ten years to obtain information concerning the nature of past executive sessions, which is reflected in the proposal.

Mr. Searson was questioned about the motion and its language. Its specificity or lack of it, and the wisdom thereof, were discussed. The Chairman said that should the Attorney General rule that the University was exempt from certain portions of the open meeting law, he (the Attorney General) would probably wish to know what guidelines the University intended to use on its own.

Questions were raised about some of the subjects of executive sessions contained in the vote, e.g., "acquisition or sale of property," and Counsel Searson and Trustee Gordon set forth examples of situations wherein conducting negotiations for a sale in open session would be unwise.

Would it be wise, asked Trustee Burack, to adopt a policy such as this for executive sessions before the Attorney General makes his ruling? Suppose the ruling then conflicted with the policy? Counsel Searson said the ruling would have the effect of automatically voiding the Board's provision, should the two be in conflict. Would it be a good idea, Trustee Burack then asked, for Chairman Healey to write a letter asking for action on this long-overdue request for an opinion? She said this was a Trustee matter, and perhaps it would be better if the Board sought action, since the request from the administration seemed not to have stirred a response. Mr. Searson replied that the request for the opinion had been made in January, but the Secretary of Educational Affairs had sent a letter to the Attorney General countering the University's position and arguing that the Board should not be exempted from the open meeting law. This, he said, might be one reason for the delay.

Secretary Parks said this was a public Board, and whether or not it were found to be covered by the law, he would be against any policy of not abiding by it. The essential thing we are all getting at, President Wood said, is whether the criteria allowing executive sessions are to be determined by the Board or by the provisions of the open meeting law. He said that this was the reason for the request to the Attorney General.

Secretary Parks then sought to clarify his point. He said he would not be at all surprised if the Attorney General ruled that the Board were not covered; in fact, he said he would

be surprised if he did not rule this way. The point was not a legal one, he stressed: was the Board going to establish a system for executive sessions which would not preclude openness? Precluding openness was not the intent of the motion, the Chairman remarked. In fact, setting forth ground rules in the event the University was not covered was exactly what the Committee was trying to do. After further discussion, it was decided that the motion, if passed by the Committee, would be forwarded to the Attorney General for his information.

Upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that the By-laws of the Board of Trustees of the University of Massachusetts (T76-051) be amended by inserting after Article II, Section 5 the following:

"SECTION 6. EXECUTIVE SESSIONS. By a vote of a majority of the Trustees present at any meeting, the Board may enter into executive session, closed to the public, to consider bids, collective bargaining, contract proposals, acquisition or sale of property, investments, appointments and other personnel matters, the granting of honorary degrees and other awards, attorney-client communications, and any other matter which might adversely affect or compromise the rights, liabilities, or operations of the University of Massachusetts."

Delegation of Authority--President's Office

The next matter was a proposal to delegate the authority of the President to the Senior Vice President for Academic Affairs in the President's absence. There was no discussion, and after motion was made and seconded it was

VOTED: To recommend to the Board of Trustees that the Senior Vice President for Academic Affairs be authorized to act on behalf of the President of the University during his absence.

UM/Worcester--Hospital By-Laws (Doc. T76-034A)

Chairman Healey then asked Chancellor Bulger of the Worcester campus to explain his request that the Board of Trustees approve the revised Hospital By-Laws in February 1977, rather than at today's meeting, as it had voted to do on January 7, 1976. Because of the opening of the Hospital, its certification for Medicaid programs, the FY 1976 Budget and the establishment of the Hospital Management Board, the complete revision of the By-Laws contemplated at the time of the January 7 Trustee vote had not yet been completed. For these reasons, the campus was requesting that the review period be extended to February 1977. There being no discussion, it was moved, seconded and

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VOTED: To recommend that the Board of Trustees amend the vote of the Executive Committee of January 7, 1976 by striking that portion following the words, "...no later than..." and substituting therefor the following: "...February 2, 1977 after receiving the comments and recommendations of the University of Massachusetts Hospital Management Board."

UM/Worcester -- Medical Malpractice Insurance

The next matter dealt with payment of a premium for liability insurance for Medical School personnel who were not members of the Group Practice at UM/Worcester, and Chairman Healey asked Trustee Carlson to explain. Trustee Carlson said this matter had been brought up before the Budget and Finance Committee earlier in the day because of its financial implications. This was an example, he said, of a perfectly legitimate action on the University's part, for which there is ample precedent, being held up by an administrative bureau of the state for no good reason.

Secretary Parks interjected, saying that Secretary Buckley had telephoned him before the meeting to explain his position, namely that the Commonwealth had not paid for malpractice insurance for doctors at any time in the past.

Mr. Janis explained that the insurance in question was medical malpractice insurance for non-physician patient service personnel: nurses, technicians and residents. The malpractice insurance of the physicians, who are members of the Group Practice, is paid directly from the Group Practice and not from state funds. The premium for the insurance was due August 20 and the Comptroller had held up the invoice on the grounds that the use of state funds to purchase liability insurance for state employees, thereby benefiting them as individuals, would be improper. In this belief the Comptroller had evidently ignored a contrary opinion of the Attorney General in a similar case at Southeastern Massachusetts University.

The University had been compelled in this situation, said Mr. Janis, to ask the insurance brokers to advance the premium, which would then have to be repaid within three weeks. In addition, it was necessary to pay $5,000 today, which was the amount of the earned premium from the date of the lapse to the present. In the event that the Comptroller continues to refuse to release funds, it might be necessary to transfer funds from the Group Practice fund account to pay the premium. He went on to explain the proposed votes, and there was an explanation by Treasurer Johnson of the ways in which other insurance policies had been paid for.

This was nothing new, said the President. Ever since the University had received fiscal autonomy, the Comptroller had sought to extend the boundaries of ministerial authority. Upon motion made and seconded, it was

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VOTED: To recommend that the Board of Trustees reaffirm the intention and commitment of the Board of Trustees that general and professional liability insurance be purchased and maintained for all University employees at the Medical School and the Teaching Hospital and to recommend that the Treasurer of the University, in consultation with the President and the Chancellor of the Medical Center, be authorized to purchase and maintain such insurance policies as may be necessary and to utilize such funds including but not limited to state funds as may be available for the payment of premiums for such insurance; provided, however, that physician malpractice coverage continue to be available only to Full or Voluntary Full members of the Group Practice and that the premiums or cost of such insurance continue to be paid through the Group Practice.

VOTED: To recommend that, notwithstanding any provision of Trustee Document T75-144A to the contrary, the Chancellor/Dean of the Medical Center, or his designee, be authorized to expend such funds from the University of Massachusetts Medical School Group Practice as may be necessary in order to ensure that general and professional liability insurance for all University employees at the Medical School and the Teaching Hospital is purchased and maintained; provided, however, that this authority exist only until such time as the dispute outlined in Trustee Document T77-023 is resolved or until such other time as the Trustees may specify.

UM/Worcester--Administrative Withdrawal Policy (Docs. T77-006, T77-015)

Chairman Healey then adverted to an Administrative Withdrawal Policy at UM/Worcester (Doc. T77-006, T77-015). Chancellor Bulger explained that the Board had approved such policies for the Amherst and Boston campuses but that the Worcester campus had not at that time been ready to present a policy of its own. Since that time, however, the Chancellor and his staff had studied the Amherst policy and felt it to be satisfactory for the Worcester campus. There was no discussion, and after a motion was made and seconded, it was

VOTED: To recommend to the Board of Trustees that it approve the Rules and Regulations Governing Administrative Withdrawal (Doc. T77-006) at the University of Massachusetts at Worcester, as recommended in Doc. T77-015.

Chairman Healey explained that the last item on the

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Mass PIRG

agenda, a discussion of the University's relationship with Mass PIRG, had been placed on the agenda at Trustee Spiller's request. But since Mr. Spiller was not present, the item would be moved to a later meeting of the Committee when he could be present.

Citywide Coordinating Council

Chairman Healey asked the President if he wished to make any remarks on his appointment as Chairman of the Citywide Coordinating Council, but the President replied that he had planned to speak of this at the Board meeting. The Chairman said, however, that he had discussed the appointment with Judge Garrity at length, and the judge had told him that he believed no one in the community to be more qualified. The Chairman said he did not believe this responsibility to be inconsistent with the President's obligations as President of the University.

UM/Amherst--Department of Judaic Studies

Trustee Abrams then was recognized, and he mentioned difficulties in the Department of Judaic Studies at the Amherst campus at UM/Amherst which had been brought to his attention. He asked that this matter be explored by the Committee on Faculty and Educational Policy. Trustee Troy, Chairman of the Committee on Faculty and Educational Policy, said he had no objection to such an exploration being on the agenda of a future meeting of his Committee, but said he believed it to be a campus matter.

Executive Session

At 1:15 it was

VOTED: To enter executive session to consider a Personnel Action.

The executive session ended at 1:20, and it was moved, seconded and

UM/Amherst--Personnel Action

VOTED: To recommend that the Board of Trustees approve the Personnel Action at UM/Amherst contained in Doc. T77-022.

The meeting was adjourned at 1:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

September 8, 1976; 1:30 p.m.
Room 308 Administration Building
Harbor Campus
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Cronin, Morgenthau, Shaler, Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Member: Trustee Winthrop

Other Trustees: Trustees Abrams and Conti

Office of the President: Mr. Lynton, Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Burke, Acting Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost

UM/Boston and UM/Worcester--Appointments with Tenure (Docs. T77-020, T77-021)

The meeting was called to order at 1:30 p.m. The first item consisted of Appointments with Tenure at UM/Boston and UM/Worcester (Docs. T77-020, T77-021). Vice President Lynton explained that each of these three individuals were known to the faculty and administration as all three had been part-time faculty members, and they now were proposed as full-time appointments with tenure. The second item on the agenda was an Award of Tenure (Doc. T77-002) at UM/Boston. Chairman Troy asked Mr. Lynton to speak to this and the other three individuals involved in executive session, since these were personnel matters. Accordingly it was moved, seconded and

UM/Boston--Award of Tenure (Doc. T77-002)

VOTED: To enter executive session to discuss the candidate for tenure and the candidates for appointment with tenure

Executive Session

The executive session ended at 2:05, and it was moved, seconded, and

VOTED: To recommend that the Board of Trustees concur

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with the appointment with tenure at the University of Massachusetts at Boston of those individuals named in Doc. T77-021.

VOTED: To recommend that the Board of Trustees concur with the appointment with tenure at the University of Massachusetts at Worcester of the individual named in Doc. T77-020.

VOTED: To recommend that the Board of Trustees concur with the President's award of tenure to the faculty member named in Doc. T77-002 at the University of Massachusetts at Boston.

The meeting was adjourned at 2:06 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

September 28, 1976; 12:30 p.m.
Room SF1-4
University of Massachusetts/Worcester

ATTENDANCE:

Committee and Committee Staff: Chairman Robertson; Trustees Croce and McNeil; Mr. Mehegan, recorder

Absent Committee Members: Trustees Fielding, Abrams and Okin

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Eller, Associate Vice President for Planning; Ms. Veith, Senior Associate for Academic Affairs

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative; Dr. Caper, Vice Chancellor for Health Affairs

Guests: Professor Maurice Goodman, Chairman of the Department of Physiology, UM/Worcester; Ms. Amy Barkin, Project Director, Belchertown/Monson Contracts, UM/Worcester

Chancellor's Report

The meeting was called to order at 12:30 p.m. Chairman Robertson asked Chancellor Bulger to bring the Committee up to date on developments at the Worcester campus. Chancellor Bulger began by describing plans for the addition of several new positions at the school. There was soon to be a Vice Chancellor for Administration and Finance; there was at present a new Associate Dean for Community Affairs, Dr. Mason; there would soon also be a new Associate Dean for Allied Health, an Associate Dean for Social and Behavioral Sciences and a Director of Institutional Studies. He said he expected to make a presentation regarding the Medical Center administrative structure to the Organization Design Review Committee, and would then like to make an overall presentation to this Committee at a future meeting.

Chancellor Bulger reported a 28-hour faculty retreat, which he said had been the first opportunity of this kind for members of the faculty to get together and hear each other speak on matters of concern and interest. Among the many things which had come out of this meeting, he said, was an extremely strong consensus that the Medical Center goals and missions adopted by the Trustees last year were a good expression of where the Center ought to go.

The Chancellor then reported that he had spent eight days at the Sloan School in Dedham attending meetings aimed at improving the management of medical schools and hospitals. He described some of the details of these meetings and said he had found them to be most useful.

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Dr. Bulger then mentioned that the Center has applied for a planning grant from the Robert Wood Johnson Foundation to help fully develop a project which would assess primary care comprehensively--family practice, pediatrics, nurse practitioners--ongoing or soon to be under way either at the Center or elsewhere. Using the biomedical computing facility at the Center, it would be possible to measure the cost, the quality and outcome of any primary care delivered at the Center. This was just the sort of thing the Johnson Foundation was interested in, he said, because they have made substantial grants around the country in an effort to determine whether primary care really is cheaper and more desirable than superspecialty groups.

On the subject of Affirmative Action, which had been raised at the last meeting of the Committee--Chancellor Bulger reported that it was likely that the Center would have a person appointed sometime next week. Chairman Robertson asked whether it would be possible for the Center to have a report on Affirmative Action for the October meeting, and the Chancellor replied that he believed this would be possible.

The next matter was a brief report on the first meeting of the Hospital Management Board. Chairman Robertson and Dr. Caper both reported that the meeting had been an orientation session, and Dr. Caper estimated that the Board would not get into substantive matters sooner than the third meeting. Dr. Caper added that he believed that the HMB was a positive addition to the Medical Center and would be extremely useful in helping it to address its many problems.

Governance at the Medical School (Doc. T77-028)

The next matter was a discussion of the proposed Governance at the Medical School (Doc. T77-028). Mr. Lynton first presented an historical overview of the development of this document. The Medical School had begun to develop it in 1974 and much work was done on the campus. It had been felt that the new Chancellor/Dean's input would be a useful thing, so that process was put in abeyance while the search for the Chancellor was under way.

Mr. Lynton informed the Committee that Counsel Searson had a number of essentially editorial questions about the document. It was felt that it might be useful for this Committee to run through the document and make suggestions for its improvement. These suggestions, along with the comments of Counsel Searson, would then be fed back into the document, which would be presented to the Committee for its actual approval at a later time.

Chancellor Bulger remarked that this document was an example of a trend which has developed over the past few years away from authoritarianism in Medical Schools. There was a time, he said, when department chairmen were pretty dictatorial. Now, however, medical schools and hospitals were moving more toward.

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involvement of patients with their care and students with their education. This document has the advantage of drawing the balance between gratifying this salutary trend, while not diluting the essential management powers of the administration, which he defined as budgetary control, the power to appoint committees, and the power to hire and fire department chairmen. He said the document meets its primary objective, but he said it would be necessary to assess it along the way.

Professor Goodman informed the Committee that this document attempts to steer a middle course between the concept of "primary responsibility," as enunciated by the University Governance Statement, and the authoritarian model traditional to medical schools. Its intent was to ensure broad participation in the governance of the Medical School.

The Committee then went through the document page by page, making comments and suggestions for improvement and refinement. After this stage of discussion, it was observed that the document would be reviewed before the end of two years after its adoption. The present plan called for the document to be redrafted and ready for this Committee by the October meeting, then to have it adopted by the Board of Trustees at the November meeting.

Interagency Agreement (Doc. T76-031C)

The next item was a progress report on contracts entered into under authority of the Interagency Agreement (Doc. T76-031C). Mr. Lynton presented a brief historical sketch of the genesis of the Interagency Agreement. He then asked Dr. Caper to brief the Committee on what had transpired since the Agreement had been ratified on January 7, 1976.

Dr. Caper described several contracts which had been made or nearly completed with state institutions. An arrangement was nearly complete with the Pondville Hospital, a cancer treatment facility, whereby medical specialists at Pondville would receive faculty appointments at the Medical School, a University affiliation which was useful to them and to Pondville Hospital. This agreement might later involve residency rotations and other forms of cooperation.

Another segment of the Center's relationship with state institutions was with the schools for the mentally retarded at Monson and Belchertown. Such schools had traditionally had difficulty attracting top-quality medical staff; they had consequently been staffed largely by partially-trained or partially-licensed foreign medical graduates, and the quality of the care for the residents had suffered accordingly. The Medical Center had succeeded in a very short time in filling the quota of full-time physicians at these schools, mainly through the advantage of University affiliation. In addition to primary care physicians, the Center had succeeded in recruiting a full-time pediatrician to

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act as Medical Director at Monson State School.

In addition, the Center had hired two project coordinators to work at the Medical Center in coordinate services which the Center will take full responsibility for. These include pharmacology, dietary services and possibly gynecological services for these institutions. Further, the Center expected to appoint within the week a nationally-known pediatrician to act as a long-term developer of these types of programs, perhaps on a statewide basis. Part of this project will entail articulating on a national basis the progress made in these areas. Dr. Caper mentioned other aspects of the Center's developing relationships with these and other state facilities, and said the Center was deliberately going slowly so as not to bite off more than it could chew. But he did say that the progress was exciting and that the relationships developing could be considered a national pilot program.

There were questions about details of the relationships by members of the Committee, after which Chancellor Bulger expressed great admiration for the success which Dr. Caper had had in a very short time. His work in developing these relationships had turned great discontent on the part of parents of residents at Monson and Belchertown into satisfaction at the improvement in the level of care provided at these facilities as a result of the Medical Center's recruitment efforts. Mr. Eller commented that anyone who was familiar with the potency of the parents' organizations in western and central Massachusetts could testify to what a great achievement it was to have succeeded in mollifying them to this extent.

There was no further business to come before the Committee, and the meeting was adjourned at 2:50 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

September 29, 1976; 10:00 a.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE:

Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Cronin and Morgenthau; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Members: Trustees Shaler and Winthrop

Other Trustees: Trustee Conti

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Ms. Weiner, Assistant Vice President for Academic Affairs; Mr. Bench, Associate Counsel

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Burke, Acting Faculty Representative

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Professor Spaethling, Director of Graduate Studies; Professor Boelcskevy, Faculty Representative

UM/Worcester: Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative

Guests: From UM/Amherst: Dean Seymour Shapiro, Dean Jeremiah Allen, Professor Peter Rossi; From Executive Office of Educational Affairs: Ms. Joan Pinck

UM/Amherst--Appointment of Senior Academic Administrators (Doc. T77-025, Doc. T77-026)

The meeting was called to order at 10:07 a.m. The first item of business consisted of the Appointment of Senior Academic Administrators at UM/Amherst: the Vice Chancellor for Academic Affairs and Provost (Doc. T77-025) and the Dean of the School of Engineering (Doc. T77-026). Since the discussion of these matters involved consideration of the candidates and their qualifications, a motion was made, seconded and it was

Executive Session

VOTED: To enter executive session to consider the qualifications of the candidates for Vice Chancellor for Academic Affairs and Provost and Dean of the School of Engineering.

The executive session began at 10:09 and ended at 10:50 a.m. Upon motions made and seconded, it was

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VOTED: To recommend that the Board of Trustees concur with the appointment of Dr. Paul L. Puryear as Vice Chancellor for Academic Affairs and Provost of the University of Massachusetts at Amherst, as set forth in Doc. T77-025.

VOTED: To recommend that the Board of Trustees concur in the appointment of Dr. Russel C. Jones as Dean of the School of Engineering and Professor of Civil Engineering with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T77-026.

Status Report on Tenure and Grievance

The second item on the agenda was a Status Report on the Tenure and Grievance Process. Vice President Lynton recalled that this report had been requested by Trustee Burack at a previous meeting. In summary, he said there had been two substantial changes in the tenure-awarding process since 1972. First, the criteria for the award of tenure had been increased from the traditional three--scholarship, teaching and service--to four by the addition of the criterion of institutional need; second, the Board's tenure-granting authority had been delegated to the President with the concurrence of the Board. As Chairman Troy had said at an earlier meeting, the notion of institutional need--which could be expressed by the question, "Is there a job for this person in his or her specialty?"--had always been implicit in tenure decisions, but had been formally adopted in November 1972 in Doc. T73-069. The University had brought the policy into full practice in the 1974 cycle, and it was subsequently incorporated into the Academic Personnel Policy (Doc. T75-125, replaced by Doc. T76-081).

The delegation of authority to the President was adopted by the Board in June 1973 with Doc. T73-098, the University Governance Statement, and that delegation is still in effect.

On the whole, said Mr. Lynton, the Academic Personnel Policy had been a success. It tries to strike a balance between consideration of the rights and needs of the individual faculty member and the prerogatives of the University. The process is very thorough and therefore very slow. The burden of quality control lies at the local--departmental and college--level, and at each higher level the insistence on quality becomes less and less effective unless that insistence is already there. That rigor is increasingly there on all campuses, he said. It has become increasingly clear that the effectiveness of Presidential and Board review is less in the area of individual quality than the insistence that individual tenure decisions be made in the context of institutional planning.

Mr. Lynton added that, in the very few instances where the President made a negative decision on a campus's recommenda-

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tion (five cases in three years), in each case protracted grievances resulted.

With respect to grievance, there is no single document on the process of appeals up to the Board level which is consistent with the present structure and governance of the University. Although the procedures at the campus level, through each campus tenure and grievance committee, function smoothly, the process for handling grievance cases beyond the campus needs further clarification and definition. The Amherst document on tenure and grievance, approved by the Board in 1963, does not take into account the multicampus nature of the University or the University governance structure. The Boston campus document was never approved by the Board, and it does not provide for grievance beyond the campus. The multicampus Academic Personnel Policy Committee had endeavored to rectify this, but had simply run out of time in its first year. In its second year further consideration had been precluded by collective bargaining. Counsel's view, he added in closing, is that an appeal to the Committee on Faculty and Educational Policy can lead only to a recommendation to the President, since the authority for tenure decisions has been delegated to the President and therefore, while the Trustees of course may at any time revoke the delegation of authority, it may not revoke it in selective cases.

There were several successive comments to the point that this was only the beginning of the discussion, that the Committee would explore the subject at greater length in subsequent meetings. Trustee Burack said she wished to know more about the delegation of authority to the President because she believed it was illegal, and she wished also to know what effect the collective bargaining process would have. She wished to hear from the faculty directly, she said, without "filtering" by the President.

President Wood said that in the sixties, the Amherst campus was projected to grow to 35,000-40,000 students. The Trustees had decided, early in the seventies, that this would not happen, that the ceiling would be 25,000. But if the rate at which tenure was awarded in the sixties had been continued, he said, the Amherst faculty would have been 85 percent tenured by 1975-76.

The pioneer faculty on the Boston campus, the President said, had been recruited in the mid-sixties during a seller's market, and a set of moral commitments occurred that made institution-building more important than scholarship, teaching or service in consideration for tenure. This became a great issue of faculty morale which had to be faced and worked through when Chancellor Golino joined the University three years ago.

The intent of the Trustees in the delegation and the establishment of the institutional need criterion had essentially

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been, he continued, to formalize and rationalize the process, to relate tenure appointments in a coherent way to institutional plans.

The volume of work had apparently been a large factor, Trustee Morgenthau observed. The President confirmed this and said he was concerned at the need to maintain the quality of the sixties in a time of stable enrollments, while at the same time maintaining flexibility with respect to the next generation of young faculty. He added that there had been a problem with getting the departments to plan, because the budget crisis of 1976 came along and prompted the rhetorical question of, "Why bother planning when it will be a budget decision in the end anyway?"

Chancellor Bromery revealed that the department chairmen who had objected to the planning process in the beginning now saw it as an important one, because shrinking resources require a knowledge of where they are going. The Trustees, he said, never see the majority of cases where a negative decision on tenure is made because a large percentage of these never get beyond the department. In most cases a negative assessment by the department is made early in the process and early warning has its natural effect of attrition. Chancellor Bromery emphasized that by the time the Trustees are asked to concur on a tenure appointment, they can be sure that the faculty person has been rigorously dealt with by the department and every subsequent level up to the President and the Trustees. Chairman Troy expressed his satisfaction that the emphasis for quality is at the department level. He said he had been troubled in the past by grievance cases which had come before him where the grievant was astonished at the negative decision. He was pleased that tenure candidates with poor prospects found this out earlier in the game. Chancellor Bromery remarked that a decade ago, when he joined the University, there had been a tacit assumption that if you did your job and kept quiet you could expect tenure in the seventh year. Trustee Morgenthau agreed approvingly that that condition is now over. Chancellor Golino said that when he first joined the University tenure was almost automatic. There were people without Ph.D.'s who were given tenure. The department had screened out many candidates in 1976, and the faculty now view academic planning as basic to the tenure-awarding process.

The President said that both campus grievance procedure documents had been developed prior to the delegation of tenure authority in the Governance Policy of 1973. Now every effort is made to seek administrative remedies to grievance cases before an appeal to the Committee on Faculty and Educational Policy is sought. In practice, the extension of all levels of administrative review, including the President's decision, plus appeal to the Committee on Faculty and Educational Policy can add another year to the final resolution of a case. This goes against the AAUP guidelines for the seven-year rule for tenure decision. On

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the other hand, the sense of common law should allow for sufficient time for review of the appeal. Trustee Morgenthau commented that arrangements for adequate time for appeal and for extending an appointment pending discussion of the case was an accepted practice.

Trustee Burack said she believed the absolutely fundamental question was the delegation of authority, with which she said she had enormous trouble "even in the vocabulary."

Trustee Breyer said the tenure-awarding issue rested on the fact of less money. Difficult decisions had to be made to meet this problem, and the question is how to make the departments and faculties make these decisions themselves. Ideally, he said, these hard decisions should be made on the departmental level, within the context of the academic plans, with the administration stepping in only when the process of rigor is not working. But it must be on the basis of an academic plan, Trustee Burack stressed, which does not exist.

Trustee Breyer said the remedy for procedural grievance should be a procedural response. Substantive grievances--where the person says, "I didn't get tenure and I should have because I'm good and they said I'm not."--is much trickier to handle. These decisions should be made at the departmental level, responded Trustee Morgenthau, and imaginative administration helps the departments make these decisions themselves. It is terribly embarrassing for the President to be placed in this kind of position, she said. Insofar as there is some irritation in the relationship to the top, it crystallizes that relationship on issues of individual personnel, which is not where the crystallization ought to be. She added that it personalizes it in relation to tenure and promotion issues, and she called that unhealthy.

Trustee Morgenthau continued that procedural changes ought to take place, on the one hand, to speed up grievance procedures, while on the other hand getting the President off the hook. A sensible Board ought not to go against the President when he denies tenure to an individual, and the present delegation almost forces the crystallization at the top. The thing to do, she said, was to look outside and consider what other formulae are available.

Professor Burke remarked that the Amherst faculty was also concerned about the grievance procedure and he said a series of sixteen recommendations to improve procedures and identify the locus of decisions were submitted by the Faculty Senate but not yet acted on. He urged early action on these recommendations.

Trustee Morgenthau said that the intensification of the process to ensure quality must start at the department level and suggested that the departments should request outside review of

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different cases.

Mrs. Bluestone made the point that if institutional need is to be invoked in a decision against tenure, it ought to be invoked early in the process, not at the end. The grievances she had seen, she said, seemed to involve cases where the individuals' credentials under the usual criteria were well documented while the institutional need was not clearly stated. Trustee Burack said she believed the departmental plans must be approved before institutional need may be invoked, otherwise the individual is punished for the failures of the department. There was further brief discussion, focusing on the need for further explorations of the options open in terms of tenure policy.

UM/Boston--Guidelines for Graduate Education

Chairman Troy then turned the Committee's attention to the next item, which was to have a preliminary discussion of proposed Guidelines for Graduate Education at UM/Boston. Chancellor Golino recalled that the Trustees had agreed that the campus begin to devise some guidelines for the gradual development of innovative graduate programs at UM/Boston. This document was the work of the ad hoc committee which had been formed for that purpose. He was pleased with the report, he said, which leaves the door open for the establishment of traditional programs, which basically is directed toward interdisciplinary programs without the need to create separate departments or additional administrative structures. He described salient features of the plan which set it apart from the traditional route of development. This was a unique proposal, he said, which addresses the questions facing the Boston campus. The proposed plans call for the development of graduate education on a gradual basis, without competing with established institutions or the Amherst campus.

Mr. Lynton commented that this document was an initial report which attempts to define an underlying philosophy for a plan which would be developed as a next step and which would precede the development of any specific program. It is understood by the campus and the President's Office that these proposed guidelines are presented to the Committee on Faculty and Educational Policy as preliminary information on the thinking of the faculty and the direction they would propose for the future development of graduate education. Trustee Morgenthau said she would certainly consider the document as absolutely preliminary, because she would need to know much more about the progress being made in strengthening the undergraduate programs, the efforts of the merger, the quality of the departments that would be involved in development of the multi-disciplinary graduate programs, their strengths and viability at the present, and so on. She said she would be reluctant to agree in principle to any program for graduate education without more information about these matters. Trustee Burack agreed with this view.

Professor Spaethling explained that the President and the Trustees had informed the campus in 1972 that they would not

look with favor on any more individual graduate programs without an overall projection of how many and what type of programs the campus recommended. The document is the result of a year's work and constitutes only the first part of a master plan. The second part will contain projections of the type and number of interdisciplinary programs, and would be ready for presentation in the early spring. The document before the Committee was a philosophical statement, which was based on the recommendations of the National Board of Graduate Education issued in 1975 about the types and quality of programs for development nationally.

The document acknowledges the desire of the faculty to have some kind of graduate programs, Professor Spaethling continued. The programmatic and structural recommendations are in anticipation of this and are suggested for development over the next five years.

There was further discussion, in which Mr. Lynton pointed out that the traditional one-year master's program was a thing of the past. He said this document recognized this and tried to strike a balance between that type of program and the traditional doctoral program. Trustee Morgenthau said she was extremely reluctant to see yet another phase of expansion before the consolidation of the undergraduate liberal arts component on the Boston campus is completed (see April 7, 1976 Board of Trustees minutes). She could not see the resources, material or intellectual, for the choices contemplated in the document. The proposal does not grow from existing internal resources, but is "parachuted" in from the outside. She said that the report does not tell the Board what the intellectual resources are at present on the undergraduate level on which to build these graduate programs. The document justified an add-on, and therefore it was not an educational document, but a bureaucratic one.

Chairman Troy pointed out that the document did say that there ought to be careful scrutiny of resources before any specific program is approved. Trustee Burack said she also missed an inventory of the resources of the whole University, as well as of the campuses. She called the document an interesting document which took far too long to produce, but she said she would prefer something written more crisply, with more specifics.

Mr. Lynton said this document was an attempt to say in a very general fashion, "If the campus is ready to go into graduate work, then these are the directions in which it ought to go." If anything, he said, it was too specific. Chairman Troy suggested that it would be possible to review the philosophical directions set forth in the document, but Trustee Morgenthau said she did not wish even to begin such a discussion without having a report on the solidity of the undergraduate programs first.

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Chairman Troy said that the Board had made a commitment to the idea of studying and refining graduate programs on the Boston campus, after which presentations of specific programs would be made. Secretary Hardy called the Committee's attention to a statement of priorities for the Boston campus (Doc. T75-167) which had been approved by the Board in August 1975, after a year of discussion by the Long-Range Planning Committee. These priorities included selective, gradual development of graduate programs after the first two priorities, relative to strengthening undergraduate education, extended day and summer programs and increasing access. While these priorities were being addressed, the faculty and administration were simultaneously carrying on the preliminary thinking on the graduate education priority, which was now being presented to the Committee for its early information while the process of development was in its beginning stages.

There was further discussion of whether this document was too vague or too specific and whether it was appropriate at all. Trustee Morgenthau said she would want much more evidence of progress in priorities 1 and 2 before she would consider developing graduate programs. She said in terms of institutional need at this level, she would say that the institution does not yet need expansion of graduate programs. Trustee Conti agreed that the Committee should first determine how the campus has dealt with the first two priorities before talking about expanding graduate programs. Ms. Weiner commented that it is not necessarily a valid assumption that graduate education development would be at the expense of undergraduate education. Trustee Cronin pointed out the tentative character of the guidelines and observed that it was not a proposal, only a philosophical statement. He observed that everyone was taking it much too seriously, when it was meant for the committee merely to "chew-on" some of the ideas presented. Mr. Lynton concluded by describing the kinds of information already asked of, and forthcoming from, the Boston campus about priorities 1 and 2 which is planned to be reviewed by the Long-Range Planning Committee.

UM/Amherst--
Preliminary
Graduation
List
(Doc. T77-029)

The next item of business was the approval of the Preliminary Graduation List for September 1976 at UM/Amherst (Doc. T77-029). There was no discussion and upon motion made and seconded, it was

VOTED: To recommend that the Board of Trustees approve the preliminary graduation lists for September 1976 at the University of Massachusetts at Amherst, as set forth in Doc. T77-029, subject to the completion of all requirements as certified by the Recorder of that campus.

Executive
Session

Upon motion made and seconded at 12:40, it was then

VOTED: To enter executive session to discuss two tenure grievance appeals.

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The executive session ended at 12:45 and the meeting was immediately adjourned.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
LONG-RANGE PLANNING

September 29, 1976; 1:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Rowland; President Wood; Trustees Carlson, Clark, Conti; Mr. Callahan representing Trustee Anrig; Secretary Hardy; Miss Eichel, recorder

Absent Committee Members: Trustees Breyer and Spiller

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cooley, Associate Vice President for Analytical Studies; Ms. Weiner, Assistant Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Alfange, Acting Vice Chancellor for Academic Affairs and Provost; Professor Burke, Acting Faculty Senate Representative; Mr. Venman, Director, Continuing Education, and Associate Provost

UM/Boston: Chancellor Golino; Mr. Steamer, Vice Chancellor for Academic Affairs and Provost; Mr. Spaethling, Director of Graduate Studies

UM/Worcester: Professor Smith, Faculty Representative

Tentative Calendar of Agenda Items

The meeting was called to order at 1:40 p.m. Vice President Lynton introduced Ms. Sheila Weiner to the Committee. Chairman Rowland asked that the first item of business be a discussion of a tentative calendar and agenda items for Committee meetings for the current academic year. One of the unfinished items, she said, was the further discussion of University "camps, posts and stations." She reminded Chancellor Bromery that the Committee in March had requested more information on long-range plans for these stations. Chancellor Bromery said Dean Whaley of the College of Food and Natural Resources is developing these materials, since the field stations administered by the Amherst campus fall under his area of responsibilities. The Dean had also been discussing with Mr. Lynton the matter of sea grant activities. Mr. Lynton said it would be two months or so before a report concerning sea grants could be ready. With this exception, the Chancellor said he expected to provide information to the Committee fairly soon.

Chairman Rowland informed the Committee that Vice President Robinson had suggested that a joint meeting of the

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Committee with the long-range planning committees of the State and Community Colleges Trustees might prove valuable to all concerned. It was the sense of the Committee that such a meeting would be desirable and might take place in the winter, possibly in January.

Chairman Rowland stated that the Committee should now be looking for reports from the Boston campus on implementation of the enrollment and priority guidelines established by the Board, including information on the future growth of the College of Public and Community Service and the College of Professional Studies as well as the development of new programs in these colleges. Mrs. Robinson added that since only one program has been developed to date in the College of Professional Studies, this would be a good time to begin reviewing future program proposals.

Committee Retreat

The idea of planning a Committee retreat was well received by the members for sometime in November. Trustee Carlson asked that dates be established as soon as possible in order that Trustees could reserve time on their calendars.

Report of Advisory Council on the Fine Arts

Chairman Rowland then turned the discussion to the Report of the Advisory Council on the Fine Arts and called attention to a draft policy statement. Trustee Carlson suggested that Mr. Cooley's memorandum, estimating the resource requirements of the various recommendations of the Council's report, be used as a basis from which to discuss the report.

At Chairman Rowland's request, President Wood prefaced the discussion by stating that he found the report well executed, with a good balance between general and specific recommendations. Chairman Rowland said she had acknowledged the report by writing Professor Ackerman expressing the appreciation and gratitude of the Committee and she planned, with the approval of the Committee, to send letters of thanks to the individual members of the Council.

Chairman Rowland then asked Mr. Cooley to summarize the resource implications of the recommendations of the Report of the Advisory Council on the Fine Arts. Mr. Cooley said that of the 84 specific recommendations of the Council, he had tried to identify those that the Council had felt were critical either to maintain present quality or to bring existing programs with potential up to threshold levels, and to estimate the cost of doing this. He said that to accomplish these critical needs would not involve substantial budget increases; some could probably be accomplished without additional funding; others may require a reallocation of funds; and a few will require additional staff and renovations to present buildings. The cost for artist-in-residence programs, visiting professorships or master teachers, or additional scholarships and fellowships could not be determined, he said, without additional information, but again he did not think these programs would necessarily require substantial increases in resources.

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Mr. Cooley said two recommendations if fully implemented would have substantial resource implications; first, that increased opportunity be provided for non-arts majors to participate in arts programs; and second, that additional physical facilities be provided, especially at the Harbor Campus. The first recommendation, he said, represented a change in educational philosophy and anticipates that every non-arts major would have an opportunity to take at least two arts courses. This he estimated could cost between $2 and $3 million for instructional support alone.

Trustee Carlson asked if there were figures to indicate student interest in the arts. Mr. Lynton replied that there is great student interest and that students have to be turned away from the arts courses on both the Boston and Amherst campuses. He said the issue is the amount of emphasis to be placed on the arts in relation to other disciplines in Boston and to professional programs at Amherst. Trustee Carlson asked what the campuses' best guess was as to the number of non-arts majors who would take arts courses. Chancellor Bromery said that most students are interested in the arts; the question is in which programs their interests lie. Although enrollment figures were readily available, said Mr. Alfange, figures on the number of students turned away would have to be compiled. Trustee Clark asked how these programs were funded and whether money might be available from sources such as the National Endowment for the Arts. Mr. Venman said most of the federal money available requires matching money from the state. Although private sources are available for certain activities, such as artist-in-residence programs, it is difficult to obtain operating money. He said there is, of course, the possibility of generating money within the Fine Arts Center.

Mrs. Robinson asked if there were any way to determine what courses were elected as the second choices of students turned away from arts courses and whether reallocation of personnel from the former to the latter seemed reasonable. Professor Burke said it would be very difficult to answer such a question.

Chancellor Golino stated UM/Boston arts offerings were limited, and the arts are considered as part of the liberal arts programs and do not emphasize professional preparation. He said there was much talent and little opportunity in this area at the Harbor Campus. In the last year the number of majors has increased from 322 to 380. The interest at UM/Boston, he said, is in the studio arts programs.

Chairman Rowland said that even with the recommendations of the Report of the Advisory Council on the Fine Arts there was still not enough information to determine priorities. Trustee Carlson asked, however, if the draft policy statement could not be supplemented by a statement that the Committee would like to see the campuses take a hard look at the reallocation of resources to provide early funding for the critical needs, and then ask the

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campuses at a later date to study further those recommendations which would require substantial resource requirements.

Mr. Callahan added that the policy statement recently published by the state Board of Education would undoubtedly impact on the allocation of funds at the elementary and secondary school levels, since it recommends the infusion of the performing and visual arts into the total school curriculum.

Chairman Rowland said that she would like to reorder the recommendations of the report and change the date for responses from April to February, and include an additional item on the Fine Arts Center, how it should function and what the programs should be in order that the Center could become a real resource for the community as well as for the University. Chairman Rowland quoted from the minutes of the November 19, 1973 Long-Range Planning meeting indicating this intent:

> "The Chairman began the discussion of the future of the fine arts at the University by commenting that the new Fine Arts Center now being completed at UM/Amherst provides that campus with the chance to support the development of the arts throughout the University, the five-college area, and the entire Commonwealth."

Discussion ensued with regard to the two potentially competitive elements of the Center--as a resource for the community and as an instructional facility--and how conflicts between the two could be resolved. It was noted that the conflict was one of times and dates and that although a resolution had not yet been found, it seemed that the Center could be used at certain times primarily as an instructional facility while at other times it could be used chiefly as a performing arts center. Certain space allocations could also be made to alleviate conflicts. In the summer, for instance, it could be used primarily for community purposes, while during the academic year instructional purposes would take preference.

It was then moved that the statement as amended be adopted. The motion was seconded and it was

VOTED: To adopt the following Policy Statement on Planning for the Fine Arts:

"The past five years have seen a 75% growth in fine arts enrollments at the University and a 92% increase in the number of graduate and specialized degrees candidates. With completion of the Fine Arts Center at Amherst, the University has an opportunity to give important support to the development of the arts in the Commonwealth and

throughout New England. In the course of the next five years, the nature of the fine arts programs at Boston will be determined and construction of the Arts and Sciences building can make full development possible. Budgetary constraints and hiring freezes, however, threaten the quality of both present and future programs. In this context of opportunity and constraints, the Board of Trustees reaffirms its commitment to the importance of the fine arts in the educational program of the University, welcomes the report of the Advisory Council on the Fine Arts and its emphasis on broad undergraduate participation and selective graduate development, and urges continued program evaluation and planning in these areas. Specifically, the Board requests

1. That the Advisory Council be warmly commended for their extraordinary contribution to the University and asked to remain available for advice and consultation during the period of review.

2. That departmental, school, and campus plans now in preparation be reviewed by the appropriate Board committees in the context of the Council recommendations.

3. That the President and Chancellor initiate a careful review of arts facility planning at the Harbor Campus including the implications of possible joint program activities with other educational and cultural institutions.

4. That the President and Chancellor review and report to the Long Range Planning Committee the steps necessary to establish the Fine Arts Center as a major resource serving both the University community and the Commonwealth.

5. That the report and recommendations of the Advisory Council be referred to the Chancellors for appropriate campus review and comment. The Chancellors are asked to submit a detailed response to the Long Range Planning and Faculty and Educational Policy Committees as soon as possible and in any case by February 1, 1977. This response should give priority attention to the further identification of critical needs and the resources required to meet them."

UM/Boston--Guidelines for Development of Graduate Education

Chairman Rowland then introduced the final item of agenda, the Guidelines for Development of Graduate Education at the University of Massachusetts at Boston. Chairman Rowland asked President Wood to open discussion of this topic. President

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Wood recalled that the Committee had set priorities for the development of the Boston campus. He said the report was general, setting forth the direction and character which campus personnel believe graduate programs should take. He then asked Mr. Lynton to elaborate on the report. At the meeting of the Committee on Faculty and Educational Policy earlier that day, he said, discussion centered on whether these guidelines were consistent with the Trustees' policy statement of priorities for the Boston campus, which placed growth and strengthening of undergraduate education as higher priorities than the selective development of graduate programs. Members of that committee, continued Mr. Lynton, expressed a reluctance to consider these guidelines without first knowing the extent of progress on the other priorities.

Mr. Lynton said that these guidelines represented the preliminary philosophical directions of campus thinking about graduate education. It is not an action document nor does it represent imminent development of specific programs, but rather it is a first step in a master planning process which is brought to the attention of the Trustees for their information and comments.

Trustee Conti said that, in light of the appointment of a Dean of Graduate Studies, she did not feel it was overreacting to be concerned that graduate programs would be developed at the expense of undergraduate education. Mr. Lynton corrected Trustee Conti by pointing out that Professor Spaethling is Director of Graduate Studies and not Dean.

Chancellor Golino said these guidelines had been developed in accordance with the Trustee priorities set for the campus. He added that he did not feel that graduate education should be viewed as being detrimental to undergraduate programs.

Trustee Clark said that, as a member of the community, she felt very comfortable with this moderate development of graduate programs. She had been very happy to see extended-day programs being developed, and felt that the summer program had been extremely successful. Trustee Carlson said he was pleased with the philosophical approach taken by the Committee which drafted the recommendations. His major concern, he said, was the matter of resources. He felt he could not endorse the report until he was certain that the implications of the report would not have the effect of reducing the amount of resources available for undergraduate programs. Mrs. Robinson stated her concern about the table on page 36 showing graduate development under an assumption of "no growth." She said that the two newest colleges need to grow and that the Trustees' priority statement suggested that growth in these colleges must take precedence over graduate programs. She supported the criteria and approaches in the report and suggested that they be applied to existing graduate programs. Chancellor Golino said that a review of existing graduate programs was implicit in the report, since they must conform to the guidelines set. He added that with the establishment of the Kennedy

Library on the campus, it was necessary that graduate programs be developed to make use of this important resource.

Chairman Rowland said the first commitment of the Boston campus was to undergraduate education and that graduate education was a lesser priority. She said she was not convinced that the other priorities had yet been fully met. In particular, she said she was still waiting for a report on counseling, advising and support services.

Mr. Spaethling said the guidelines had been prepared by the campus in answer to a Trustee mandate for a statement on graduate education. He stated that there had been a two-year moratorium on graduate programs at UM/Boston. The report, he said, was an attempt to indicate the campus view of what was reasonable for the campus to attempt in the way of graduate programs with existing resources. He stated his belief that graduate programs were necessary for academic survival, both to attract students and to attract faculty. He said the campus needs academic visibility and he does not believe undergraduate programs will suffer with a small graduate program. He said he would like to submit at a later date a master plan showing how the campus would implement the proposed guidelines. This would contain an approximation of the kinds of programs and the numbers of programs, all interdisciplinary in nature, which the campus would like to develop. He said he felt these programs would be both economically and academically feasible.

The area committees referred to in Recommendation 5 of the Guidelines would have three functions---1) a creative role in the recommendation of new programs, 2) a review role in examining existing programs, and 3) a role as the departmental homes for the interdisciplinary programs once they have been approved. He said much thought had gone into the development of these guidelines, and unless the Graduate Education Master Plan Committee can talk about the actual programs, it cannot be more specific. Part II of the master plan will include a projection identifying specific programs and estimating resource requirements, clientele and need. He said he sees an enormous opportunity to move ahead and believes steps should be taken to do so.

Trustee Clark said she did not see the 7 percent commitment to graduate programs as excessive and she felt it was necessary to develop graduate programs to take full advantage of the Kennedy Library. Mr. Callahan said he supported the commitments to both access and undergraduate education, but he also supported the modest development of graduate programs. He, too, said that the Kennedy Library was a resource which should not be overlooked.

Provost Steamer also emphasized that the proposal was modest and would not interfere with undergraduate growth. He said if additional resources were not forthcoming, and growth continued in the College of Public and Community Services and the

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College of Professional Studies, the College of Liberal Arts would have to be cut back, whether or not graduate programs were provided. He said the extended-day program is growing and the entire campus is now open until 10 p.m. It is expected that next year the summer program will double.

Mrs. Robinson stated that in the event there should be no opportunity for further enrollment growth, a general review of campus planning and development would be necessary. Chairman Rowland concluded the discussion by reminding the Chancellor of the Policy Statement on priorities as approved by the Board.

There being no further discussion on the subject, the meeting was adjourned by the Chairman at 3:15 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF THE
COMMITTEE ON BUDGET AND FINANCE

September 29, 1976; 3:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Dennis, Gordon, Rowland and Troy: Secretary Hardy; Treasurer Johnson; Mr. Mehegan, Assistant to the Secretary, recording

Absent Trustees: Trustees Croce, Shearer

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director and Assistant Vice President; Mr. Kaplan, Associate Vice President for Organization and Management; Mr. O'Leary, Associate Counsel; Mr. Hester, Associate Vice President; Ms. Frankel, Staff Assistant; Ms. Veith, Senior Associate for Academic Affairs

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Professor Burke, Acting Faculty Representative; Mr. Bishop, Director of Procurement; Miss Asack, Office of Chancellor

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Mr. Haney, Director of Procurement

UM/Worcester: Chancellor Bulger; Professor Smith, Faculty Representative; Mr. Cathey, Controller; Mr. Fellner, Assistant Controller; Mr. Greene, Acting Affirmative Action Officer; Mr. Schiff, Director of Procurement

FY 1978 Maintenance Budget Request Summary (Doc. T77-024)

The meeting was called to order at 3:35 p.m. and the first item was consideration of the FY 1978 Maintenance Budget Request Summary (Doc. T77-024). Chairman Carlson recognized President Wood for some introductory remarks. The President began by recalling that this was the eighth budget he had had the responsibility of presenting to the Trustees. He said that he well understood that offering a budget that continues a pattern of increase, when in the present year the state had not completely recovered from its recession, would raise justifiable concerns. The total appropriation requested was $124.4 million, compared to the $116.2 million requested for FY 1977, compared with the 1970 budget of $50.8 million. He said that is a 250 percent increase in raw numbers. However, there were two factors to consider. One was inflation. Taking the Chronicle of Higher Education's

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recent educational dollar index, an index constructed according to the purchases and wages peculiar to higher education, there is a deflation factor of .6 percent. When applied to the FY 1978 request, the $124.4 million requested is equivalent to $74 million in 1970 dollars, only a 46 percent increase. President Wood said the second factor to consider was that there had been 21,000 FTE students in the University in 1970; today there are over 30,000 FTE. Dealing in current dollars, the per capita, per student FTE expenditure in 1970 was $2,377; today, even with approximately a 9,000 FTE increase in students, it is $4,111. But taking per capita and the educational deflation index together, that reduces for FY 1978 the per student cost, in 1970 dollars, to $2,467, or only $90 more per student than in 1970. Considering the knowledge explosion, the growth of physical plant, the transformation of the educational enterprise, the opening of the Medical Center, the doubling of enrollment at Boston, the "get going" cost of new institutions, one of which is a Medical School, this is a prudent and defensible budget, he stressed. When one compares the University budget request to the increase in the total state budget and compares it to the increase in the total educational expenditures of the state, including the cost of Chapter 766, the result is a reduction in the portion of those budgets that the university represents.

The objective of this budget, President Wood said, was to catch up on inflation and try to return to normalcy and get back out of the vacancy problems the University had last year. The President then called on Vice President Janis.

Mr. Janis said that the early seventies was a period of expansion of budgets and the mid-seventies was a period of austerity. One legacy of the middle seventies was the notion of public accountability, and another was the notion of tying planning to budgeting. A key objective this year was the filling of vacancies. In filling vacancies, the University would be able to recover some of the program content of the past. It would also be able to make repairs to the physical plant, which had suffered greatly during the austerity period. Further management improvements also were expected this year.

Mrs. Hanson then spoke, setting forth the respective amounts for the campuses and for other special appropriation accounts. Since the Chancellors would address their own budgets, she addressed the appropriations requested for the President's Office, the Institute for Governmental Services and the Specials category. She described the figures, and the reasons therefor, for each of these categories. There were questions and subsequent clarification and discussion of the comparisons between FY 1978 and the previous two years. Mr. Janis then set forth the changes in the figures requested for funding of the Common Services account and the reasons therefor.

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Chairman Carlson called on Chancellor Bromery to address the Amherst budget request. Chancellor Bromery mentioned that the request was based on a 300 FTE increase in undergraduate enrollment and a 300 FTE decrease in graduate enrollment. Even with this budget, there would still be 250 position vacancies, he said. With continued vacancies, the appropriation would be 7 percent less than FY 1975 in terms of FY 1976 dollars. The campus's first priority was in the academic area, then deferred maintenance and upgrading of student support services. He then set forth other intended priorities addressed by this budget request. There were questions, answers and discussion of the details.

Chancellor Golino then spoke about the UM/Boston budget request. He also pointed out the effects of inflation. He observed that the FY 1977 budget was $400,000 less than the appropriation of FY 1975, this with the greatly enlarged offerings in the College of Public and Community Service and the College of Professional Studies. Yet there are still 160-190 vacant positions. The increase requested filling of essential vacancies, but would still leave 120 position vacancies. He then described the intended priorities of the budget request. Again there were questions and discussion, particularly on the problems brought about by the Legislature's policy of authorizing positions without tying them to funding and the problem of the time for recruitment of faculty being ahead of the state budget cycle.

Chancellor Bulger then described the priorities of the Medical Center, including continuing education of the physicians of the Commonwealth, allied health and the filling of vacancies. He said he hoped to be able to fill thirteen positions this year, and said he was asking for 20 more which he said was consistent with the planned faculty size. There also needed to be some investment in the affiliated community hospitals which would serve to tie the University to the hospitals in a significant way.

Speaking to the Hospital, Chancellor Bulger explained the projected census of the Hospital. Setting forth the number of positions involved per bed, the Chancellor observed that this figure was decreasing to the point where the investment in the Hospital was beginning to pay off. There was discussion by the Trustees and questions were addressed to the Chancellor. There were no further questions or discussion, and a motion was made, seconded and

VOTED: To recommend that the Board of Trustees approve the Maintenance Budget Request for Fiscal Year 1978 as set forth in Trustee Document T77-024.

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Chairman Carlson and Trustee Rowland complimented both the campuses and the University Budget Office for the quality of the presentation, which was said to be getting better each year.

UM/Worcester--Fund Transfer (Doc. T77-027)

The next matter consisted of a proposed Fund Transfer at UM/Worcester (Doc. T77-027). There was no objection, and it was moved, seconded and

VOTED: To recommend that the Board of Trustees authorize the transfer of $1,374,000 from subsidiary account 01 to subisdiary account 02 of appropriation item 7411-1006, the University Hospital at Worcester.

Status Report on Affirmative Action in Purchasing

The next agenda item was a Status Report on Affirmative Action in Purchasing. Mr. Janis recalled that at the previous meeting of this Committee, a discussion took place of affirmative action as part of purchasing. The Board had thereupon requested a status report on affirmative action and the development of a program for each campus. Today he said a status report was available, and in November a detailed program was to be submitted.

Mr. Janis pointed out that Executive Order 11246 required that all general contractors which do business with government, and all higher educational institutions which receive grants over a certain amount, must practice equal opportunity in employment. The purchasing manual which the Trustees had approved in August contained within it a commitment to affirmative action in purchasing which would encourage participation of minority- and women-owned businesses in University procurement. This goes beyond the federal requirements, he pointed out, which relate totally to employment.

Mr. Janis then described the actions which the campuses had taken to encourage bids from minority-owned businesses, including the vehicles for dissemination of such encouragement. The result of the efforts had been, he said, not good statistically, though they are improving. He mentioned several reasons for this, including the relatively small number of such businesses, the location of the businesses, and the fact that many of the businesses provide goods and services which the University cannot use. Other constraints included a difficult state bonding requirement and the slow state payment process.

Chairman Carlson said he had been pleased at the extent of the efforts undertaken by the University in this direction. It shows, he said, that the University has already been aware of and been involved in rectifying, this problem.

Trustee Dennis disagreed with the Chairman's positive analysis, saying that he was result-oriented, and the results of

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these efforts had been poor. If the University had spent the same amount of money on educational programs, he said, and gotten the same results, it would be severely criticized. He did not see that the results justified the amount of effort. To this Chairman Carlson responded that the University could not control the facts in the report, given the constraints mentioned. Trustee Dennis reiterated that he had no objection to the facts in the report, only that the results did not justify satisfaction with the University's efforts. President Wood agreed that there was a lot of work to be done yet, and major investments to be made in communication. Chancellor Bromery also mentioned several other measures which could be taken, including expediting payment, encouraging minority vendors to locate offices in western Massachusetts, and other measures. Further discussion occurred, after which the meeting was adjourned at 5:02 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board
of Trustees

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NOT USED

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MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

October 6, 1976; 11:00 a.m.
Room A1-1 Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE:

Committee and Committee Staff: Chairman Healey; Trustees Carlson, Gordon, Robertson, Rowland, Shaler, Spiller and Troy; Secretary Hardy; Treasurer Johnson; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Members: President Wood; Trustee Croce

Other Trustees: Trustees Abrams, Breyer, Burack, Clark, Conti, Cronin, Dennis, Eddy, McNeil, Morgenthau, Shearer, Mrs. Bluestone representing Trustee Fielding, and Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Robinson, Vice President for Planning; Mr. Cass, Executive Assistant to the President and Director of the Institute for Labor Affairs; Mr. Eller, Associate Vice President for Planning; Mrs. Hanson, Budget Director and Assistant Vice President; Mr. Searson, General Counsel; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Gulko, Budget Director; Professor Sulzner, Faculty Representative; Ms. Tillona, Special Assistant to the Chancellor; Mr. Federow, Graduate Student Representative

UM/Boston: Chancellor Golino; Mr. Baxter, Director of Budget and Control; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Smith, Associate Dean for Academic Affairs and Provost; Professor Smith, Faculty Representative

Amendments to Trustee By-Laws (Doc. T76-051)

The meeting of the Executive Committee was called to order at 11:15 a.m. by Chairman Healey. The first item on the agenda was a proposed Amendment to Article IV, Section 2, of the Trustee By-Laws (Doc. T76-051). Before addressing the proposal, Chairman Healey recalled that the Committee had, at its last meeting, recommended to the Board an addition to the By-Laws providing for circumstances under which the Board may enter executive session. The Chairman had asked that the vote of the Board on this matter be delayed until the October meeting to give Trustees time to consider it and to respond in writing if they chose. He observed that, at his request, Trustee Breyer had offered several alternative wordings of the proposed amendment, and he asked him to recapitulate.

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Trustee Breyer began by observing that there is at present no Trustee rule or by-law to prevent the Board from entering executive session for any reason it wishes, and he said he had drafted "sunshine by-laws" which would have the effect of defining appropriate reasons. He recalled that a request was pending before the Attorney General for an opinion as to whether Chapter 303, Section 1, of the Acts of 1975, the so-called "open meeting law", applied to the Board of Trustees. There were two distinct possible outcomes of this request: either the law could be found to apply to the Board, or it could be found not to apply. If the law did apply, then no by-law would be needed. But if it did not apply, a "sunshine by-law" would be necessary to ensure that the Board not have the discretion to enter executive session on any pretext.

There were three alternatives, he said: first, to simply adopt the Open Meeting Law as a by-law; second, to modify it to suit the University's particular situation; or third, to have no by-law at all. The third he did not believe was desirable. He did not think it would be wise to adopt the state law as a by-law--again in the event the state law did not already apply to the University--because it did not provide for circumstances which the Board of Trustees might face.

Historically, he said, open meeting laws were not directed to institutions like Universities, but toward regulatory agencies like the Interstate Commerce Commission. One problem with the law insofar as the Board of Trustees is concerned is that it makes no provision for holding executive sessions to discuss matters the open discussion of which would constitute a clearly unwarranted invasion of privacy.

Another circumstance involving the Board would be negotiation with a private contactor. Trustee Breyer said it would be unfortunate if the contactor could conduct its business in private while the Board had to conduct its business openly, because that would put the Trustees at a disadvantage. The law provided only for executive sessions in negotiation over real property, but the University at times negotiated for property other than real property.

Another problem, he said, was that the law does not provide for executive sessions to discuss such personnel matters as the professional qualifications of faculty for purposes of hiring, promotion, etc. If the Trustees could not conduct discussions of these matters privately, he said, the result would be that such discussions would be made solely by the administration, because the Trustees would be reluctant to discuss them in public. Finally, he mentioned the problem of not being able to discuss honorary degrees, since the state law does not provide for that

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circumstance as a reason for entering executive session. The likelihood of embarrassment to individuals and to the University in the Trustees' selecting some nominees and not others, he said, was obvious.

Chairman Healey called this an excellent summation of the problem, and he recognized Trustee Burack for her remarks. Trustee Burack said she was in "absolute, fundamental" disagreement with the premise of the proposed by-law. She was against "changing law by by-law". Several constitutional and public interest lawyers had told her, she reported, that if the Legislature had intended the University to be exempt from the law, the exemption would have been included in the statute. No public body has the right, she continued, to decide which laws it will obey, whether the laws are convenient or not. Legislators and only Legislators can make changes in the law. She concluded by saying that, in her view, the Trustees were obliged to obey the law and that the Attorney General's opinion was "irrelevant".

Trustee Carlson remarked that it was a bit strong to say that the Attorney General's judgment was "irrelevant". Legalistic approaches to "sunshine" do not necessarily advance the welfare of the institution for which the Trustees are responsible. He agreed with Trustee Breyer that some sort of by-law was needed, and he said he believed strongly that the Trustees' responsibility was to look to the good of this institution for the long term. He said he not only believed in the need for such modifications as Trustee Breyer suggested, but indicated the need for an expansion of the provision for the Trustees to discuss in executive session--not act on--policies the implementation of which would be frustrated by holding a discussion in open session. He said he could not understand how anybody could see something immoral or unethical in such discussions. He continued that he had been on the Board for two years before this subject was raised, and he could not recall an occasion when any Trustee present did not believe that an executive session was in the best interests of the University. He said he believed that the Attorney General ought to rule upon this question, and that in the meantime the Board should consider the possibility of modifying the state model along the lines suggested by Trustee Breyer.

Trustee Breyer then sought to clarify his earlier remarks. He said he would hate to see this discussion turn into a debate over whether or not the Trustees should obey the law. Either the law applies or it does not apply. If it does apply, he said, "of course we obey it"; if it does not, there is theoretically no restriction on the Board's discretion in this area. His presentation had been based on the possibility that the law does not apply to the Board of Trustees. If it does not, the by-law method is the logical one for filling this gap, and the question is which proposed by-law is most desirable.

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Trustee Rowland said she was pleased to hear this clarification, because this is what she had assumed was at issue. Trustee Carlson agreed. Trustee Rowland then asked Counsel Searson to repeat the analysis of the problem which he had made at the last Executive Committee meeting. Counsel Searson said it was the statutory duty of the Attorney General to issue opinions to state agencies when there is doubt about the duties of that agency, and that, in this context, the request was made for such an opinion on the applicability of the open meeting law to the Board of Trustees.

In his opinion, Chapter 75 of the General Laws gave a generous grant of autonomy to the University in 1962 when it provided that, "notwithstanding any other provision of law to the contrary" the Board of Trustees may devise rules and regulations for the regulation of its own body. No prior opinion he had read or heard of had focused on the existence of Chapter 75 and its provisions, and he had therefore recommended that the President request an opinion of the Attorney General. If the Attorney General rules that the University does have this autonomy, then it would be the Board's obligation under Chapter 75 to adopt a "rule or regulation" for the holding of executive sessions.

Trustee Rowland thanked Mr. Searson and said she believed that the Board should act affirmatively on the proposal today. She said that if the law is found to apply to the University, there is no issue. But if it does not apply, the proposed by-law puts the Trustees in a better position to do their work.

Trustee Cronin agreed with Trustee Burack, stating that the Board of Trustees has no right to decide whether it falls under the open meeting law or not--that is for the Attorney General to decide. Second, if the Trustees don't believe that the law is appropriate to the University, they should seek a change in the statute.

The idea, said the Chairman, was not to interpret the law but to take some interim action so that the Board could operate while the Attorney General's opinion remained unissued.

Secretary Parks asked why there was such a drive to do this, when the Attorney General's opinion was imminent, and asked why the Board should not wait for the ruling. Second, he would have trouble with limiting full public access unless openness would damage an individual. There were obviously different interpretations at the meeting, and that was a good reason to let the Attorney General decide. He questioned why the Board should risk adopting a by-law which might later prove to be in conflict with the Attorney General's ruling. The Chairman replied, that at the moment the Trustees have no provision of any kind for the holding of executive sessions. In Counsel Searson's opinion, this was a deficiency in the Board's operating procedure which

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ought to be corrected, regardless of what the Attorney General may later decide.

Secretary Parks suggested that the Trustees adopt a rule for executive sessions, instead of adopting a new by-law. Considerable discussion took place on this idea, and Trustee Shaler added that the motion might be amended to include a statement of good faith which set forth clearly the Trustees' intention to abide by the law, as soon as it is clarified by the Attorney General. At length it was agreed that a rule or regulation other than a by-law could be adopted to dispel the concerns expressed by Counsel until such time as the legal question was answered. The Executive Committee determined to recommend to the Board of Trustees that it adopt the following rule or regulation for the regulation of its own body and it was moved, seconded and

VOTED: Executive Session. By vote of a majority of the Trustees present at any meeting, the Board may enter executive session, closed to the public.

Executive sessions may be held only for the following purposes:

(1) to discuss the reputation and character, physical condition and mental health as well as the professional competence of an individual;

(2) to consider the discipline or dismissal of, or to hear complaints or charges brought against an individual;

(3) to discuss strategy with respect to collective bargaining or litigation if an open meeting may have a detrimental effect on the bargaining or litigating position of the university;

(4) to discuss the deployment of security personnel or devices;

(5) to consider allegations of criminal misconduct;

(6) to consider the purchase, exchange, lease or value of property or contracts if such discussions may have a detrimental effect on the negotiating position of the governmental body and a person, firm or corporation;

(7) to comply with the provisions of any

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general or specific law or federal grant-in-aid requirements;

(8) to consider the award of honorary degrees and other awards;

(9) to consider the hiring or promotion of personnel;

(10) to consider matters the disclosure of which might significantly frustrate the implementation of a proposed university action.

The vote shall be taken by roll call and the purpose of the session shall be announced in advance.

The next item of agenda was a proposed amendment to Article IV, Section 2, of the Trustee By-laws. There being no discussion, it was moved, seconded and

VOTED: To recommend to the Board of Trustees that ARTICLE IV, SECTION 2, of the Trustee By-laws (Doc. T76-051) be rescinded in its entirety and that the following new section be inserted therefor:

"SECTION 2. AMENDMENT, REVISION OR REPEAL OF BY-LAWS. These By-laws may be amended, revised or repealed by vote of a majority of the entire number of Trustees at any meeting of the Board of Trustees; provided, however, that the text of any amendment, revision or repeal as originally proposed shall be sent to the Trustees at least thirty days before the meeting."

MassPIRG

The next matter on the agenda was a discussion of the University's relationship with the Massachusetts Public Interest Research Group. Chairman Healey explained that this item was on the agenda at the request of Trustee Spiller, and he recognized Trustee Spiller for his remarks. Trustee Spiller began by stating that an opinion by Ropes & Gray had raised legal issues about the nature of the University's relationship with MassPIRG. He therefore

MOVED: To recommend that the Board of Trustees suspend its support for MassPIRG pending a legal review of potential liability.

Counsel Searson reviewed the points made by the Ropes & Gray memorandum and disputed the conclusion of illegality about the way in which the University is involved with MassPIRG. He said the fee was clearly voluntary, since 45 percent of the

students last year had declined to pay it. Further, he said that the University was reimbursed for the incidental costs of inserting the checkoff card in the students' bills. He concluded that the fee was not illegal or unconstitutional. Trustee Morgenthau said that, while the legal issue might be blurred, the educational issue was not. Some of the best out-of-classroom work done by students in the state, she said, was done through MassPIRG. Chancellor Bromery added that several years ago the University was urging students to come in off the streets and work within the system. Now, he said, the work they are doing within the system is being questioned.

Trustee Carlson agreed that support should not be suspended because of the valid educational work done by PIRG, but said, first, that it appeared to him that PIRG has done less investigation and more advocacy in recent years; and second, that he would prefer a positive, rather than a negative, fee election system. Experience has shown, he said, that there is a psychological pressure on an individual when faced by a negative election decision so that he will rarely vote negatively. Trustee Robertson said he also believed in affirmative votes, not negative ones.

Trustee Shaler disagreed that students would be unlikely to elect not to support PIRG, because money is involved and people naturally wish to save a dollar wherever possible. He also disagreed with the thrust of the motion, which he said would put PIRG in the position of having to prove its innocence. If there is a doubt about the legality of the University's relationship with PIRG, a legal review ought to be conducted, and if the doubts prove to be real, then support could be suspended. But he did not believe that support should be suspended before the fact.

Trustee Breyer said he was not convinced that the collection system ought to be changed, but in any case if it were changed at this meeting, the Trustees would be taking an action in response to an opinion by Ropes & Gray sent under a cover letter by the Massachusetts Taxpayer's Foundation. If this was an educational issue, which he believed it was, then it should be studied under the auspices of the proper University committees. He would object to a change by means of the present procedure.

Chairman Healey said he had not enough information about PIRG to take any action today. He said he had a completely open mind on the subject, and he added in strong terms that no pressure whatever had been brought to bear upon the Board by the opponents of the so-called Bottle Bill to consider this matter. Trustee Spiller stressed that he had individually raised this issue because the father of a student on the Amherst campus had brought the matter of the PIRG fee to him; it had nothing to do with the Bottle Bill.

Trustee Gordon said that this discussion was related to

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other discussions which the Trustees have had on the question of student representation. He said he did not know how many students really wanted to support PIRG, and he was not sure that the Student Senate was really in a position to speak for the students. He believed that the Trustees ought to get more information on this question before it could take any action.

Vice President Lynton suggested that the Amherst campus make a complete report to a Trustee Committee in the next month or two addressing all the questions which had been raised. Trustee Spiller said this would be agreeable to him. Trustee Cronin then added that PIRG itself was anxious to clear up any misunderstandings on the part of the Trustees about what the group does and how. In fact, he said, PIRG itself wishes to re-examine its relationship to the Amherst students. He also reported that a binding referendum was planned by the Student Government Association for November on several issues on the Amherst campus, and he said the PIRG question could easily be added to the referendum.

Mr. Lynton's suggestion was agreed to by the Committee, and Trustee Spiller withdrew his motion.

Trustee Robertson alluded to statements that the Trustees were being pressured to consider severing the University's connection with PIRG, emphasizing that the only documents he had received on this subject were a memorandum from counsel Searson upholding the legality of the PIRG connection and a memorandum from President Wood. Nobody had pressured him as a Trustee to consider this or any other matter. Several other Trustees agreed strongly with this statement.

At 12:45 p.m. the Committee on Faculty and Educational Policy was convened by Chairman Troy to meet jointly with the Executive Committee. With the two committees in joint session, it was moved, seconded and

Executive Session

VOTED: To enter executive session to consider two appointments and to consider nominations for honorary degrees.

The executive session ended at 1:50 p.m. It was thereupon moved, seconded and

UM/Amherst--Concurrence in Appointment of Paul L. Puryear as Professor of Political Science with Tenure (Doc. T77-025A) and Vice Chancellor for Academic Affairs and Provost (Doc. T77-025)

VOTED: To recommend that the Board of Trustees concur in the appointment of Paul L. Puryear by the President as Professor of Political Science with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T77-025A.

VOTED: To recommend that the Board of Trustees concur, along with the President, in the appointment by the

Chancellor of Dr. Paul L. Puryear as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Amherst, as set forth in Document T77-025.

and further

VOTED: To recommend that the Board of Trustees approve the personnel action as detailed in Document T77-034.

Personnel Action

VOTED: To recommend that the Board of Trustees concur, along with the President, in the appointment by the Chancellor of Dr. Russel C. Jones as Dean of the School of Engineering at the University of Massachusetts at Amherst, as set forth in Document T77-026.

UM/Amherst--Concurrence in Appointment of Russel C. Jones as Dean of the School of Engineering (Doc. T77-026)

and further

VOTED: To recommend that the Board of Trustees approve the personnel action as set forth in Document T77-033.

Personnel Action

The Executive Committee then on motion made and seconded

VOTED: To recommend that the Board of Trustees confirm as recipients for Honorary Degrees to be awarded at the UM/Amherst 1977 Commencement those candidates approved in Executive Session of the Executive Committee on this date and instruct the Chancellor of the campus to proceed with necessary arrangements.

UM/Amherst--Honorary Degree Awards

There being no further business to come before the Committee, the meeting was adjourned at 1:55 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON FACULTY AND EDUCATIONAL POLICY

October 6, 1976; 12:30 p.m.
Room A1-1 Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE:

Committee and Committee Staff: Chairman Troy; Trustees Breyer, Burack, Cronin, Morgenthau, Shaler; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Members: Trustee Winthrop

Other Trustees: Chairman Healey; Trustees Abrams, Carlson, Clark, Conti, Dennis, Eddy, Gordon, McNeil, Robertson, Rowland, Shearer, Spiller; Secretary Parks representing Trustee Dukakis

Office of the President: Mr. Lynton, Vice President for Academic Affairs

UM/Amherst: Chancellor Bromery; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino

UM/Worcester: Chancellor Bulger

At 12:45 p.m. the Committee on Faculty and Educational Policy was convened by Chairman Troy to meet jointly with the Executive Committee. With the two committees in joint session, it was moved, seconded and

VOTED: To enter executive session to consider two appointments and to consider nominations for honorary degrees. — Executive Session

The executive session ended at 1:50 p.m. It was thereupon moved, seconded and

VOTED: To recommend that the Board of Trustees concur in the appointment of Paul L. Puryear by the President as Professor of Political Science with tenure at the University of Massachusetts at Amherst, as set forth in Doc. T77-025A. — UM/Amherst--Concurrence in Appointment of Paul L. Puryear as Professor of Political Science with Tenure and Vice Chancellor for Academic Affairs (Doc. T77-025, T77-025A)

VOTED: To recommend that the Board of Trustees concur, along with the President, in the appointment by the Chancellor of Dr. Paul L. Puryear as Vice Chancellor for Academic Affairs and Provost at the University of Massachusetts at Amherst, as set forth in Document T77-025.

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10/6/76

Personnel
Action
(Doc. T77-033)

UNIVERSITY OF MASSACHUSETTS

and further

VOTED: To recommend that the Board of Trustees approve the personnel action as set forth in Document T77-033.

There being no further business to come before the Committee, the meeting was adjourned at 1:55 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

October 6, 1976; 1:00 p.m.
Room A1-1, Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE: Committee and Committee Staff: Chairman Spiller; Trustees Abrams, Burack, Clark, Dennis, Eddy, Shearer; Secretary Hardy; Miss Eichel, recorder

Absent Committee Members: Trustee Winthrop

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Brigham, Senior University Planner

UM/Amherst: Mr. Littlefield, Planning Director

UM/Boston: Mr. Gilmore, Director of Community Services

UM/Worcester: Mr. Greig, Director of Physical Plant

UM/Boston--DPW Busway, Draft Agreements (Docs. T77-030 and T77-031)

Chairman Spiller called the meeting to order at 1:55 p.m. He introduced the first item of agenda, the Department of Public Works Busway, Draft Agreements (Docs. T77-030 and T77-031). He recalled that at the last meeting of the Committee some reservations had been expressed about community acceptance of the busway and that Mr. Gilmore, Director of Community Services, had been asked to meet with members of the community to discuss their concerns. Chairman Spiller reminded the Committee of Vice President Robinson's memorandum which had informed them that representatives of the MBTA and the Office of the Mayor had met with members of the Columbia Point Development Council and Mr. Gilmore. He then asked Mr. Gilmore to report on the results of these meetings. Mr. Gilmore replied that all outstanding problems had been resolved. There being no further opposition, upon motion made and seconded, it was

VOTED: To recommend to the Board of Trustees that it authorize the Chancellor of the University of Massachusetts at Boston to execute agreements with the Massachusetts Department of Public Works and the Massachusetts Bay Transportation Authority for the construction of a roadway at the Harbor Campus and for the provision of bus service along said roadway; further, that said agreements be in accordance with the Draft Agreements set forth in Trustee Documents T77-030 and T77-031 or as the same may be amended through negotiation.

John F. Kennedy Library

At the request of Chairman Spiller, Mrs. Robinson, Vice President for Planning, reported on the status of several pending community and University projects. She said the John F. Kennedy

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Library deed was being reviewed by the Federal government and that the University and the Library Corporation are currently working out certain administrative agreements regarding the use of University roadways, chilled water, and similar matters.

Capital Outlay

Mrs. Robinson said that a capital outlay bill is now before the Legislature. This bill includes all the urgent items submitted by the University last year.

UM/Boston--Gymnasium

In response to a query regarding the status of the Physical Education Building at UM/Boston, Mrs. Robinson replied that bid documents were ready to go out. She said she had written to the Director of the Bureau of Building Construction requesting a report on the status of the project. Construction funds have been appropriated by the Legislature since 1974, and the project received executive office approvals at that time. Any delay now in the release of funds, she said, would cause a corresponding delay in construction and pose a serious threat to the budget for the project due to cost escalation. The project synopsis was submitted by Administration and Finance to the Executive Office of Educational Affairs in August, 1975, for comment and has apparently received no response from that office in the ensuing months. Secretary Hardy had written to the Secretary of Educational Affairs in February, 1976, calling his attention to this matter. Trustee Burack urged that clarification be obtained as to the necessity of obtaining approval of the Executive Office of Educational Affairs. Secretary Parks, who entered the meeting area, was asked by Chairman Spiller if his office was holding up the gym. Secretary Parks replied that he believed it was "in Administration and Finance."

Mrs. Robinson continued discussion of capital outlay items, saying that included in the $8.2 million requested was money for utility work at UM/Amherst, heating and ventilation work at UM/Boston, and equipment for two floors of the teaching hospital as well as site work at UM/Worcester. A new capital outlay cycle was about to begin, she said, and the University had been invited to submit its request. Among items which would be requested, she said, were money for corrections to the seawater cooling system at UM/Boston and the "recapturing" of underused space for educational purposes. Trustee Burack asked if authorization had been received for additional students, to which Mrs. Robinson replied that enrollment guidelines and targets had been established by the Board of Trustees and that further review was part of the operating budget review.

Since the pending Board meeting made it impossible to discuss other items, it was the sense of the Committee that Chairman Spiller and Mrs. Robinson would meet to review the priorities and specifics of the new capital outlay request.

Chairman Spiller informed the Committee that the next

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meeting would be held at UM/Amherst on November 3, at which time he hoped to arrange an inspection tour of those buildings which were ready for acceptance by the Board of Trustees.

There being no further business, the meeting was adjourned at 2:15 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

October 19, 1976; 12:30 p.m.
Room SF1-4
University of Massachusetts/Worcester

ATTENDANCE:

Committee and Committee Staff: Chairman Robertson, Trustee McNeil and Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Mehegan, Assistant to the Secretary, recording

Absent Committee Members: Trustees Abrams, Croce and Okin

Office of the President: Mr. Eller, Associate Vice President for Planning; Mr. O'Leary, Associate Counsel; Ms. Veith, Senior Associate for Academic Affairs

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Mr. Smith, Associate Dean for Academic Affairs and Provost; Mr. Fellner, Assistant Controller; Mr. Ference, Group Practice Administrator; Professor Goodman, Chairman of Department of Physiology; Mr. Greene, Assistant to Associate Dean for Academic Affairs; Professor Smith, Faculty Representative

UM/Worcester--Chancellor's Report

The meeting was called to order at 12:40 p.m. The first item on the agenda was a report from the Chancellor, and Chancellor Bulger began by reporting on progress in filling two positions: Affirmative Action Officer and Chairman of the Department of Psychiatry. As for the first, there were three final candidates being recommended by the Search Committee, and Dr. Bulger hoped to make a decision within a week after he had met with each candidate. As for the second position, the search was now narrowed to four or five final candidates, and again he said he hoped to have a name to report soon.

The second matter which Chancellor Bulger brought to the attention of the Committee was the Child Development Center, which had opened in August. This program was operated in concert with the Department of Public Health, and was directed toward early identification of high-risk developmental cases. The program dealt not only with children, however, but with the training of staff who work with children. Mrs. Bluestone said the Department of Public Health was enormously pleased at the establishment of this program, and said it was a good example of what two state agencies can accomplish, working together. She added that the Department had long wanted to establish a program of this sort in the central part of the state.

Chairman Robertson referred to the Chancellor's statement about the affirmative action officer, and asked whether the lack of appointment of an officer was the reason for the delay in the report on affirmative action which had been requested. Chancellor Bulger explained that part of the reason for the delay was

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that it would be necessary for the new affirmative action officer to be involved in some of the statistical detail required to be gathered for such a report. Dr. Greene added that some of the necessary information required a personnel summary run on the computer at Amherst, which had not been made since October 1975. That would be done soon in order to provide a utilization analysis, which is basic to any affirmative action plan.

UM/Worcester--Governance of the Medical School (Doc. T77-028A)

The next item on the agenda was Governance of the Medical School (Doc. T77-028). Chancellor Bulger recalled that the Committee had suggested a number of changes in the document at the last meeting, and Professor Goodman had worked closely with Vice President Lynton to make the final adjustments. These changes, he said, which were outlined in the President's memorandum to the Committee, have been made. Mr. Eller added that the only issue discussed at the previous meeting not dealt with in this proposed final document is the matter of the reverse time-clock process for the handling of governance issues. This item is being postponed for consideration later.

There followed brief discussion of the document, primarily clarifying procedural matters contained in the document. Mrs. Bluestone asked about the size of the faculty because a quorum for a regularly scheduled meeting of the faculty shall consist of 100 members. Chancellor Bulger responded that the full-time faculty numbered 121, but the total faculty is approximately 300, and these meetings would include all faculty. Chairman Robertson asked about the membership of the Financial Aid Committee, recalling that the previous committee discussion had indicated that the committee should be composed of faculty, which is not specified in the present document. Professor Goodman responded that the Committee on Committees had the authority to appoint the members of the Financial Aid Committee and they would probably appoint only faculty to such a committee. However, circumstances could change and, he said, it was felt that leaving it open allowed the freedom to appoint representatives appropriate to the Committee. Finding this explanation acceptable, Chairman Robertson then suggested an editorial change for purposes of clarity: the addition of the phrase "Duties shall include:" following the words "clinical departments" on page eight. Upon a motion made and seconded, it was

VOTED: To recommend to the Executive Committee that it recommend that the Board of Trustees approve and adopt the Governance Document for the University of Massachusetts Medical School as set forth in Trustee Document T77-028A.

UM/Worcester--Briefing on Group Practice (Doc. T75-144A)

The final item was a Briefing on the UM/Worcester Group Practice (Doc. T75-144A). Chairman Robertson first recognized Chancellor Bulger. Chancellor Bulger said this was the first in a series of meetings which would serve to familiarize the Commit-

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tee with the Rules and Regulations for the operation and governance of the Medical School Group Practice (Doc. T75-144A). As stipulated in Doc. T75-144A, those Rules and Regulations are to be reviewed and evaluated by the Trustees within two years of its adoption in June, 1975.

He first gave some historical background. Before the sixties, clinical faculty in medical schools, the majority of whom were part-time faculty, expected to keep, and did keep, all of the income generated from clinical practice in addition to their salaries. In the early sixties, however, group practice plans began to be developed whereby funds generated from clinical practice would be put into a "common pot" and not necessarily disbursed to the earner on a dollar-for-dollar basis, nor even to the earner's department, but would be used to pay the salaries of the clinical faculty under a prearranged compensation structure with any overage being used for institutional purposes. The critical difference, Chancellor Bulger said, between the University's plan and those of other schools was that in most other schools the physicians in the group practice are privately incorporated, and that money is theirs, even if part of it goes back to the dean for him to use as he sees fit. But at this school, the money from fees is placed into a trust fund controlled by the University like any other trust fund, and funds from other sources can be added to it, which allows greater flexibility in the allocation of funds to various institutional purposes after the doctors have been paid.

Chancellor Bulger went on to say that with federal support for medical education leveling off, more and more of the income from clinical practice was paying for the cost of medical education. The use of funds from the "common pot" generated by group practice, once the doctors had been paid, varied greatly among schools, but, he said, the University of Massachusetts at Worcester has the opportunity to structure the plan in such a way as to avoid or redress imbalance between high and relatively low-earning specialties in terms of funding equipment or departmental personnel needs.

He pointed out the need for the plan to encourage individual clinician incentive, while at the same time achieving institutional goals in the allocation of funds. Chancellor Bulger said that at one University he had been affiliated with, none of the overage in Group Practice income was returned directly to the earning departments, but all the money left in the pot after the doctors had been paid went to the fund controlled by the Dean. Therefore, the high-earning specialists were left with little incentive to do more than was necessary to earn more than they would get back for their departments. He would advocate some amount of funds generated by high-earning specialties going back to those departments, say to anesthesiology, for them to fill positions or buy equipment, etc. In doing that, individual incentive would be encouraged while other funds in the group practice could be used to

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support the less high-earning departments, such as family practice, obstetrics or pediatrics; or to support other departments or activities consistent with the goals and missions of the Medical Center.

Professor Smith said she understood the concept of the Group Practice to be a mechanism for paying more salaries to compete with the private sector for high-quality clinical faculty. She said, however, she had difficulty with the idea of someone who is paid to teach also drawing money from patient care. She likened it to herself, as a basic science faculty member, drawing her salary and also collecting from the students. What plan could provide incentive, she asked, for a basic science faculty member. She said she understood why the group practice plan was necessary, but expressed a philosophical resistance to the concept. Both she and Trustee McNeil suggested that this was not an equitable system. Chancellor Bulger said there was no doubt that this was a source of some irritation among some faculty, but suggested that the earning capacity of clinical faculty was a reality of the market place and to that extent not under the University's control. Ideally, he added, every clinical encounter is a teaching mode for the faculty and an educational experience for the students and this is the way it usually happens. He observed also that the income generated in this fashion, potentially millions of dollars for the "common pot", gives the school flexibility to structure itself in ways consistent with its long-range plans and overall mission. He added that the overage could be used for non-personnel expenses in the basic science departments, or in other ways which would help to maintain the academic balance the school wants in terms of its mission.

There was further extensive discussion. Trustee McNeil observed that what happened to the Group Practice would have a critical effect on the quality of service to patients and the quality of education for students and that it was not just an issue of faculty compensation. Chairman Robertson asked that Doctors Dalen and Wheeler be present to offer their insights at the next meeting. He also invited input from any other interested and involved parties. He continued that this had been a useful discussion, and he said the Committee would have to return to this subject many times between now and May. There was no other business to come before the Committee and the meeting was adjourned at 2:20 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

October 25, 1976; 3:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Shaler; President Wood; Trustees Conti, Cronin; Ms. Kaplan representing Trustee Okin; Secretary Hardy; Mr. Miller, recorder

Absent Committee Members: Trustees Anrig, Eddy, Gordon, McNeil and Morgenthau

Office of the President: Mr. Lynton, Vice President for Academic Affairs

UM/Amherst: Mr. Woodbury, Acting Vice Chancellor for Student Affairs

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Ms. Furman, Assistant to the Vice Chancellor for Student Affairs; Mr. James, Assistant Chancellor; Mr. Vannicelli, Associate Provost; Professor Boelcskevy, Faculty Representative

UM/Worcester: Mr. Fineblatt, Associate Dean and Director of Student Affairs

The meeting was called to order at 3:40 p.m. The first order of business was Student Support Services at UM/Boston. President Wood spoke first, noting the history of the Trustees' concern with the problems of student support services at UM/Boston when Trustee Rowland was chairman of the committee and former Trustee Snowden's particular concerns for relationship and service of the University to the Boston community. He also referred to the particular problems of such services at urban universities and the particular issue of whether or not in the urban setting the character and style or special quality of services should be different from traditional approaches to student affairs. He recalled that there had been a series of joint meetings of the Committees on Student Affairs and Faculty and Educational Policy to assess the special circumstances of the urban campus. The report of the President's working group on University Counseling, Advising, and Support Services chaired by then Vice Chancellor Gage, he said, had cited special opportunities for service to commuter students of the urban university. The approach and directions for student services had been discussed then and he stated that the issues now at UM/Boston were those of organization, adequacy of service and specializations, and of what character and at what level these should be.

UM/Boston--Student Support Services

Mr. Lynton stressed that the issues have to be addressed

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on a philosophical level and then described the nature of UM/Boston students in some detail--first generation college students, having a poor high school background and little if any notion of the use of a college education--which are indicators of the need for remedial education and special counseling. He feels that there is now a consensus on campus as to what the needs are and what is to be done.

Chairman Shaler noted that the merger of Colleges I and II presented another set of problems for Student Support Services at UM/Boston. He then asked Chancellor Golino to comment on the document at hand and asked who produced it and for whom it was intended.

Chancellor Golino replied that the report had been written in his office by Mr. James and had been circulated and critiqued by many members of the UM/Boston community. He had asked for the report because he felt it was time to ask a number of questions - what are the fundamental issues and problems? what has been done that has produced beneficial results? which are the non-functioning areas and what should be done to achieve desirable results? The document is seen as a preliminary report which, in a month or so, should lead to a final proposal.

He pointed out that three units have worked on the Student Support Services problem: a subcommittee of the Unification Committee, working from the College of Liberal Arts point of view; Mr. Tubbs issued a report addressing the issue from his point of view as Vice Chancellor for Student Affairs; and the report Mr. James had written, listing problems and questions as seen by the Boston campus in general. Chancellor Golino said his next step would be to ask all three groups to come together to work towards implementation after arriving at a consensus on answers to the problems noted in the report. Answers such as what structure, what personnel and what resources are needed to do the job. He said he had made some commitment of resources for student support services, but before going further with the allocation of all the resources budgeted for this area, he wanted to take a global picture of academic and non-academic services to students, and not deal with the problems piecemeal. Chancellor Golino also noted that Student Support Services at UM/Boston, with all its problems, was an ongoing operation which, viewed in the light of two years' financial stringency, was functioning respectably.

Chairman Shaler then opened the meeting to general discussion.

Trustee Conti asked why the report of the subcommittee of the Unification Committee, which she considered a good report, had not been distributed. Chancellor Golino replied that the Unification Subcommittee report on student services made specific recommendations which will be considered along with those of the

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other reports. However, he stressed that he felt it was too early to make specific recommendations. It is time to ask questions and when the right questions have been asked, then recommendations (from any source) can be made. He wanted the record to show that some recommendations of the Unification Subcommittee had already been implemented because it seemed desirable to do so. Chairman Shaler asked for examples.

Mr. Vannicelli cited recommendations regarding an increase in the level of staffing in basic skills instruction, the kind of instruction that takes place outside of normal credit carrying courses. Another of the recommendations was to retain some basic skills part-time staff and to increase the time allotment of others. Another was to increase the amount of instruction in quantitative skills. These recommendations have been implemented.

Mr. James stressed the need for a comprehensive review and an accepted campus policy before releasing reports containing specific proposals. He mentioned that he had met with appropriate deans to see if any of the subcommittee's recommendations could be implemented now.

Chairman Shaler said that Trustee Conti had given him a copy of the subcommittee's report and that he found it to be a good report. He was particularly impressed with the report's sense of commitment and because it offered avenues of approach to solving problems other than additional funding.

Trustee Conti observed that the number of academic advisors for the first few months of the current semester was below what it was last year and only now is the staffing up to the level it was, when in fact, unification was supposed to lead to an improvement. The report for today's meeting, she continued, refers to positions which have been committed to the counseling center. She asked how many positions there were.

Mr. Vannicelli asked to respond to the question. He apologized for airing internal problems at a Trustee meeting; however, because there have been manipulations of information on campus distorting the facts, the matter can no longer be ignored. As has been public knowledge since September 1, he said, the known facts are: tutorial funds for the College of Liberal Arts are up 22 percent, from $45,000 to $58,000; and the instructional staff increased from 4.5 FTE positions to 5 FTE; in the College of Public and Community Services, tutorial funds were increased seven percent from last year. In the College of Professional Studies, the tutorial fund has been increased by five percent and the basic instructional skills staff has been increased by 1/3 FTE; and the college has a new program in which the average faculty member spends eight hours per month teaching basic skills in addition to his regular teaching.

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Trustee Conti asked for a definition of "committed" positions. Chancellor Golino replied that seven positions have been set aside and there will be three more in counseling. Until it has been determined what kind of counseling skills are needed, psychological or academic, the positions will not be released.

Chairman Shaler recalled that at the Trustee discussion last spring on the merger of Colleges I and II, the concerns of the Trustees about the adequacy of student services were directed at the total campus. Some felt unification was going to result in chaos; others said that things would be just as good, perhaps better. Now, continued Chairman Shaler, we find we have ten positions committed in theory, yet they haven't been filled. The Trustees were assured that though the unification was occurring late in the year, there would be adequate time for student services to be organized. Now we hear, "No, we don't know the direction in which we're going".

Chancellor Golino stated firmly that unification had no bearing on the problems of the Student Support Services. The problems were there when the campus had one college, then two colleges, then three colleges. Until an agreed-upon plan and structure are available with which UM/Boston's commitment can be implemented, it would be unwise to hire people.

Chairman Shaler agreed with Chancellor Golino's conclusion but not with his premise. He believed that over the last five-year period, direction should have been determined. Chairman Shaler then referred to the Gage Report, a report which had the 100 percent backing of the Board of Trustees as a mandate for action. He noted that one finds things of importance in the Gage Report that are not in the report at hand. The latter report proposes a very traditional group of support services for a campus that is not traditional. The Amherst campus, traditional in the sense of being residential, has an approach to student problems that is much less traditional. He added further that the report at hand lacks a sense of balance or correlation between affirmative action and student support services and that the report does not deal with the issue of student identification, nor does it suggest an outreach approach.

Chancellor Golino expressed mystification that this report would lead one to believe that it was describing a traditional campus at UM/Boston. He noted the close connection between affirmative action and recruitment policies. Chairman Shaler stated that his remarks were based on the report and the lack therein of any nontraditional proposals. Mr. Vannicelli pointed out that the report was dealing with fundamental issues and focused on orientation to the problem and not on delivery of services. If it had intended to do the latter, it would have spelled out the services now offered to the students.

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President Wood expressed interest in knowing what happens when a student in need of skills counseling arrives on campus and in the mechanics of psychiatric referrals. Mr. Vannicelli described current practices. In the College of Public and Community Services, each incoming student is assessed individually. In the College of Liberal Arts each student is given four diagnostic tests, one dealing with basics, a self-assessment test dealing with study habits and special tests in mathematics and language skills. Students are assessed and assigned to courses appropriate to their skills. The tests are partly self-scoring and after taking them there is a good sense, he said, of where each freshman stands and tutors are provided where there is a need. Psychiatric referrals are made by the Health Services staff.

Chairman Shaler asked for elaboration of UM/Boston's efforts in the area of community action and outreach as described in Mr. Tubbs' report. Mr. Tubbs responded that what is being done in the areas of community action and outreach is basically divided into two areas. The pre-freshmen program, and the veterans program, together with the college preparatory program, are in one area. The pre-freshmen program is for students in secondary schools and provides instruction in the high school, and the veterans and pre-college program participants come to the campus and are given twelve hours of instruction in work designed to qualify them for Graduate Equivalency Diploma certification. In the second area, the Student Activities Committee, involving about 60 students, is working closely with the Boston schools. Also, some effort is put into tutoring and counseling for Columbia Point residents. In response to Chairman Shaler's questions, Mr. Tubbs noted that undergraduates in the Student Activities Committee were 100 percent involved in the programs described.

Chancellor Golino pointed out that this year's program for veterans was not funded by HEW. Fifty applicants wanted to be in the program and had prepared themselves for admission. In late August, hearing for the first time that HEW support was not forthcoming, UM/Boston funded the program out of its own resources, which he believed demonstrated the campus's commitment to outreach.

Chancellor Golino also said he agreed that the unification report and Mr. Tubbs' report should be widely distributed and discussed, but many basic questions remained to be answered before making specific recommendations. Chairman Shaler acknowledged the merit of the Chancellor's point; however, he noted that it sometimes gives the Trustees a better overview of the whole situation if they are aware of some of the preliminary deliberations. Mr. Lynton noted that it might be useful for the committee to learn of the process and the timetable between now and the moment when the recommendations are to be made to the Trustees. For example, is the Ad Hoc Committee part of the governance process? Is there going to be a governance review? etc.

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Mr. James responded that the Ad Hoc Committee has studied earlier reports, including the New Directions Report and reports from the Vice Chancellor for Student Affairs and the directors of the major units within Student Affairs outlining the history, resources and philosophy of each unit and giving some indication of the direction the unit will take over the next few years. The committee has met with the Vice Chancellor and with the directors of the major Student Affairs units and is now meeting with the deans of the colleges. When these meetings are over, he said, they will put together a report. It has been agreed that the report will be forwarded to the Assembly for comment and review, recognizing the very tight deadline of getting the report to the Trustees' Committee within a month. Mr. James said that the Ad Hoc Committee's synthesis of the recommendations from all areas of the campus, though an administrative effort, will be referred to governance for the Assembly's comment. President Wood noted that the provision for student support services was an administrative matter and that the Chancellor had the discretion for strategies of implementation to be used.

Chairman Shaler said that the existing Trustee endorsement of the Gage report is ignored in the latest report. He felt that it was time for somebody to say, "Here is the Gage Report, revisited 1976. Here is what will work and we are going to do thus and so. Here is what we feel is no longer meaningful". The guidelines were established about six years ago and they are not being followed. Among the premises of the Gage Report, he said, was one that held that in the history of social change there have been attempts to better various minorities and there is an assumption that when the minority is bettered the whole group is bettered. That was a commitment the Trustees took very seriously, a commitment that was reaffirmed last January. The Chairman of the Board announced at a full board meeting that this was a top priority item of the Board. We have put down certain guidelines; if they are unworkable, the Board should be so informed. He stressed that the forthcoming report should contain a sense of the established guidelines, should show signs of specific implementation and some idea of when things are going to move.

Ms. Kaplan wanted to know how soon implementation would follow the appearance of the report to be issued at the end of November. She referred to the earlier comments about unused resources that are available. She said she believed it was time to think about the serious unmet needs and to consider intermediate steps. While not advocating a "bandaid" approach, intermediate steps, she said, do fill some needs. Chancellor Golino responded that the ten positions had been assembled by taking resources from other areas and are a further expression of UM/Boston's commitment to student services. The one error that he had seen repeated time after time and did not want to see again was that of putting a few resources here and a few there without having a comprehensive plan. As to a specific date, discussion will have

been completed by the end of November and conclusions reached on some of the issues.

President Wood suggested that, if it would be helpful, the Secretary could be asked to provide a summary of the principal actions and votes of the Trustees from the Gage Report forward, in order to have a view of what the status of the Trustees' concern has been. He also noted the hazards of the "bandaid" approach; however, he stated, it occasionally stops infections.

Chairman Shaler noted that last month's Board meeting had approved the Fiscal '78 budget request. The budget for the Amherst campus requested an increase of 55 percent for student support services, the Boston budget asked for a 15 percent increase. Acknowledging that the figures could be adjusted, he pointed out that, considering inflation and an area which all agreed needed improvement, a 15 percent increase could not be seen as going too far out on the limb. Mr. Lynton reminded the Committee of Vice President Janis' comments about the difference between a request budget and an operating budget. All three campuses and the President's office are aware that a great deal more work needs to go into the specifications and details of next year's operating budget. Chancellor Golino felt that the figures cited were somewhat misleading since the services of greatest concern, the academic support services, appear in the budget under academic services, not under student services.

Chairman Shaler, accepting these observations, gave his understanding of what was to transpire. A final report will be made sometime next month. Hopefully, the report will reflect the Trustee guidelines of the past, and will show the positive result of implementation rather than recommendations of what could be done if more money was available. December 1 will be considered a target date, and by that date, he hoped substantial implementation will have commenced.

MassPIRG

Chairman Shaler introduced the next item on the agenda and asked Mr. Lynton to begin the discussion. Mr. Lynton recalled that in the last meeting of the Executive Committee of the Board, Trustee Spiller introduced the subject of MassPIRG and the question of the University's relationship to it. As a result of this discussion, the Board directed that a full review of this relationship be made in a report at a mid-November committee meeting by the Amherst and Boston campuses and the President's Office. The report will give an overview of the current and past activities of MassPIRG, including the activities of WMPIRG, the predecessor of MassPIRG. As much information as can be gathered on those MassPIRG projects which involved UMass students will be included. A number of things have been discussed at length, such as the various funding mechanisms for MassPIRG, information as to national patterns and activities, the kinds of institutions participating, and an elaboration of various legal issues. It is also hoped, he

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said, the report will lead to clarification of the question raised by Trustee Robertson as to what the criteria should be by which an organization should or should not be included on the University's billing system. A meeting with Acting Vice Chancellor Woodbury to set things in motion in Amherst and a meeting with the Executive Director of MassPIRG have been held. Next week there will be a meeting with the Directors of Student Affairs from all three campuses, after which the outlines of the report should emerge. President Wood noted his commitment to the Chairman of the Board to have a report for the December Board meeting, expressing campus positions and views prior to the time necessary to institute any changes in billings next semester, if called for.

There was no further business to come before the Committee and the meeting was therefore adjourned at 5:00 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUILDINGS AND GROUNDS

November 3, 1976; 9:30 a.m.
Board Room, Whitmore Building
University of Massachusetts/Amherst

ATTENDANCE: Committee and Committee Staff: Chairman Spiller; President Wood; Trustees Burack, Clark, Dennis, Eddy, Shearer, Winthrop; Secretary Hardy; Treasurer Johnson; Miss Eichel, recording

Absent Committee Members: Trustee Abrams

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Brigham, Senior University Planner; Mr. Prussing, Deputy Budget Director

UM/Amherst: Mr. Littlefield, Director of Planning; Mr. Meade, Associate Director of Planning; Mr. Ryan, Superintendent, Physical Plant; Mr. Simpson, Staff Associate, Planning Office

UM/Boston: Mr. Gilmore, Director of Community Services; Mr. Meehan, Planning Director; Mr. Spaulding, Director, Physical Plant

UM/Worcester: Mr. Greig, Director of Physical Plant; Mr. Turek, Budget Analyst

Capital Outlay Review

The meeting was called to order at 9:40 a.m. by Chairman Spiller. At the request of the Chairman, President Wood opened discussion of the Capital Outlay Review. He said that two weeks ago the first capital outlay appropriation in three years had been received. For the first time in a number of years, he said, it appears that the Commission on Administration and Finance is on a regular cycle for capital outlay, for which, he said, it should be commended.

FY 1977 Appropriations

President Wood then listed the amounts received for various projects in the FY 1977 appropriation passed by the General Court, as follows:

UM/Amherst

Building renovations (Goodell)	$2,000,000
Utility renovations	1,500,000
Campus safety improvements	1,020,000

UM/Boston

Modifications to seawater cooling system	$ 225,000
Study and design of the seawater cooling system	200,000
Modifications to ventilating system of Building 010	300,000

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UM/Worcester

Equipment and furnishings for the University Hospital	$2,000,000
Site work	1,100,000

Field Stations

Waltham - boiler replacement	$ 110,000
Total Capital Outlay Appropriation	$8,455,000

In addition, he said, planning money was appropriated for the State Archives at Columbia Point. The informal group of which Chairman Spiller is a member met last Friday, he said, and Mr. Ephron Catlin, former Executive Vice President of the First National Bank, had agreed to chair this group of concerned businessmen who are discussing future development of the area.

FY 1978 Request

The University was asked to submit its preliminary FY 1978 capital outlay request, which had been done in order to comply with state schedules. He said the University is establishing the same kind of hearing procedures for the campus requests for capital outlay that is has developed for the maintenance budget. President Wood said he would like to see developed a "shelf" of capital outlay projects which have been considered by the Committee on Buildings and Grounds and which would be available at such times as the Executive Department and the General Court ask for capital outlay submissions. He would also like to see, he said, a closely examined and interfiled system of capital needs for each campus so that the priorities among campuses will have been considered by the Committee and approved. Such a system of review and coordination was used during the period of rapid growth of the University, he said.

He added that the University is now in the decade after the "great leap forward" in building construction. It is faced, he said, with two problems: first, the buildings which were built during a time when growth was expected are now facing shake-down problems, particularly in the case of the large facilities; the Tillson Power Plant is an example; and second, buildings built during the time of expansion, committed to certain academic programs fifteen years ago, must now undergo changes and adaptation to meet the needs of the current academic programs; an example is Goodell. The priorities in the academic programs have shifted during the past decade, while the physical facilities are in place, he added. The third issue is what can be done prudently in renovating the buildings to fit new academic emphasis in order to receive the greatest benefit from the investments already made. He said he hoped at this meeting the Trustees would receive enough orientation to be able to do an intensive review at a later meeting.

Mrs. Robinson said that the University is anxious now that the FY 1977 Capital Outlay money is available that it be put to work as expeditiously as possible. Many of these projects require immediate attention, she said, such as the ventilating system in Building 010. Chairman Spiller asked if any of the FY 1977 items were duplicated in the FY 1978 request. Mrs. Robinson replied that they were not. She added that the UM/Amherst items are a good illustration of the types of capital outlay requests which will occur in a steady state - continuing repairs to roads, utilities and buildings of varying ages. Chairman Spiller asked if money for the Tillson Power Plant was included in the FY 1978 appropriation. Mr. Littlefield said he anticipated that the FY 1977 appropriation of $1.5 million would be required to correct the problem of the Tillson Power Plant. The FY 1978 request, he said, was for other renovations which could not be done because of the problem of the Tillson Plant. Chairman Spiller asked if any roadblocks were anticipated now that the money had been appropriated. Mr. Littlefield said that although the money had been appropriated, there was always the possibility that it would not be released. He said that in some instances operating money had had to be used for utility repairs because the Bureau of Building Construction would not release the existing capital outlay balance because the Tillson problem had not been resolved.

Trustee Burack asked why there was no money in the capital outlay request for the purpose of buying library books. Mrs. Robinson explained that although in the past library books had been requested in both the operating and the capital outlay budgets, this year it had been decided to include this item only in the maintenance budget request. Trustee Burack noted that all the items were marked "urgent", but that the priorities were different, and questioned the advisability of calling everything urgent. Mrs. Robinson replied that the state had asked for a five-year capital budget request, but that only the top priorities of each campus were included in this initial list. The time limit for the FY 1978 submission is short, she said, since the Legislature wishes to consider capital outlay in the general state budget, and it is important to evaluate which items are most immediate and urgent. She said she was informed at the hearings by the Executive Office of Administration and Finance that, if the University did not submit a list, it would be assumed that the University had no capital outlay requirements. She said the University considers as urgent those items required within a year to eighteen months; as essential, those items necessary within a three-year period; and as long-range, items required in the next four to five years. The scheduled campus hearings are being held to determine priorities among the essential and long-range items. The final proposal will be presented to the Committee on Buildings and Grounds at its next meeting.

She added that several projects for energy conservation were not included in the capital outlay request since it is hoped that funding for this purpose will come from the BBC.

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President Wood said that the preliminary capital outlay budget submitted to the state was a maximum figure, submitted with the understanding that any changes to it would be decreases and not increases. He said that the pressure of time had made this submission necessary, but the Committee will have the opportunity to take a hard look at the five-year needs of the University. Chairman Spiller expressed his belief that the University should keep its request to the barest minimum because of the financial condition of the Commonwealth.

Trustee Burack said she was surprised that no funds were included in the capital outlay request for equipment and refurbishment of the College of Public and Community Services, which needs some amount of basic maintenance. Chancellor Golino replied that it would, of course, be desirable to have money for these purposes, but in the matter of priorities, there were other more urgent items.

Secretary Hardy said that after the hearings on the campuses, it is planned that materials will be assembled for submission to both the Committee on Buildings and Grounds and the Committee on Budget and Finance for action at a joint meeting of these committees on November 30.

Chairman Spiller once more raised the question of why the University should pay for the errors of the Bureau of Building Construction, emphasizing that of the $12.5 million capital outlay request for FY 1978 $3.5 was the result of problems outside the control of the University. He said he thought the request should clearly state that this $3.5 requested is not for additional capital outlay by the University, but is required to correct errors of other parties.

Chairman Spiller questioned the $2 million figure for handicapped access at UM/Amherst. Chancellor Bromery said that this is necessary to comply with Massachusetts law and covers facilities within buildings as well as sidewalk ramps. Trustee Clark emphasized the importance of these facilities.

Trustee Burack next inquired whether the $3 million requested for furnishings and equipment for the Hospital at UM/Worcester was a figure resulting from the original projection for the hospital. Mrs. Robinson replied that this amount was well within the overall cost estimated for equipping the hospital and included prior requests which had not been granted. It is the amount, she said, that the Chancellor believes is necessary for limited expansion of the medical services. In addition, hospital equipment requires a long lead time to purchase and install. She said that the current number of 22,000 out-patients a year is expected to double. Mr. Greig said that the Chancellor will comply with critical need requirements on all new equipment.

Chairman Spiller suggested that the President's Office finish reviewing the five-year capital outlay plans with the campuses and that the Committee discuss the matter again at its next meeting.

Trustee Dennis asked for some background on the Tillson Power Plant before the building tour began. Mr. Littlefield briefly summarized the problem, saying that in 1968 the master plan at that time involved the need for a new power plant. Jackson & Moreland, Engineers, was commissioned to design it. The project included three phases - the purchase of new boilers, the construction of a new building, and the construction of a steam line connecting the new plant with the old. The reason for the connection between the new and the old plant was that the old plant contained the distribution center controlling the steam lines to all campus facilities and there was no need to replace the distribution center. The new plant was placed in a remote site due to environmental concerns and the fact that the master plan for the campus at that time called for further growth. Also a factor was the difficulty of replacing the old plant on its present site while it was still in use. The steam line connecting the new plant to the old failed to function when put into use. The question to be answered is why it failed. The BBC commissioned consultants to determine the reason and also asked the original designer to submit a solution to the problem. Jackson & Moreland said a problem in the expansion joints occurred when the steam was sent in the reverse direction, which was necessary to start up the plant. Whatever the cause, said Mr. Littlefield, the line doesn't work. The BBC is responsible for the contracts with the designer and the contractor, and the University has not yet accepted the building. However, the University must live with the results of the problem, whatever the cause, until it is corrected.

Trustee Clark asked if the capital outlay request for equipment and furnishings would increase the capacity of the Medical Center to perform the various health services contemplated and also increase the revenue from the Hospital. She received an affirmative reply. She also inquired what was happening with regard to the construction of the gymnasium at UM/Boston. Mrs. Robinson replied that Secretary Parks had written a letter to Chancellor Golino asking several questions with regard to the gym, to which Chancellor Golino had already replied. She said the answers to the questions raised by Secretary Parks had been available for at least two years, but, nevertheless, the Chancellor had again answered them. Chairman Spiller made reference to the so-called "shell game" that he had identified at the previous Board meeting, and said that at least the "pea" had now been located. Trustee Clark said that Secretary Parks' stated belief that the community was not interested in the gymnasium was erroneous. The community was very much interested in its construction, she said. She suggested that Secretary Parks be asked when this matter would be resolved and that the Board be asked to take action which would expe-

dite the resolution. Mrs. Robinson said that each time the gymnasium is delayed, the cost increases, plans then have to be modified and the result will be that there is less gym for the money already appropriated. It was agreed that this matter would be aired at the meeting of the full Board later in the day.

UM/Amherst--Building Acceptances

The Committee departed at 10:40 a.m. for the building inspection tour. After inspecting the various buildings, the committee on motion made and seconded,

VOTED: To recommend to the Board of Trustees that it accept the Bus Storage Facility at the Amherst Campus as completed in accordance with plans and specifications.

and

VOTED: To recommend to the Board of Trustees that it accept the Addition to the Infirmary at the Amherst Campus as completed in accordance with plans and specifications.

and further

VOTED: To recommend to the Board of Trustees that it accept the Graduate Research Center II at the Amherst Campus, as completed in accordance with plans and specifications subject, however, to the completion and/or correction of items on a list dated September 16, 1976 and on file with the Director of Physical Plant, Amherst Campus.

and also

VOTED: To recommend to the Board of Trustees that it accept the Fine Arts Center at the Amherst campus, as completed in accordance with plans and specifications subject, however, to the completion and/or correction of items on a list dated March 11, 1976 and on file with the Director of Physical Plant, Amherst Campus; further, that the foregoing acceptance shall not constitute acceptance of the lighting system and the sound system for said Fine Arts Center.

The meeting was adjourned at 12:30 p.m.

Dorothy Eichen
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

November 3, 1976; 11:00 a.m.
Board Room, Third Floor
Whitmore Hall
University of Massachusetts/Amherst

ATTENDANCE: Committee and Committee Staff: Chairman Healey; President Wood; Trustees Croce, Shaler, Troy; Secretary Hardy; Treasurer Johnson; Mr. Miller, recorder

Absent Committee Members: Trustees Carlson, Gordon, Robertson, Rowland, Spiller

Other Trustees: Trustees Breyer, Conti, Cronin; Mrs. Bluestone representing Trustee Fielding; Mr. Parks representing Trustee Dukakis

Office of the President: Mr. Janis, Vice President for Management and Business Affairs; Mr. Lynton, Vice President for Academic Affairs; Mrs. Hanson, Budget Director and Assistant Vice President; Counsel O'Leary; Mr. Prussing, Deputy Director, Office of the Budget; Mr. White, The Assistant to the President

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs; Professor Sulzner, Faculty Representative; Mr. Federow, Graduate Student Representative

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Professor Goodman, Department of Physiology

Collective Bargaining

The meeting was called to order at 11:00 a.m. The first item on the agenda dealt with the matter of collective bargaining. Chairman Healey spoke first, noting that all of the formal proceedings before the State Labor Relations Commission had been held, the bargaining unit determined and that the collective bargaining election would be held on December 1 and 2. Since the Board in the past has preferred the established governance method, he was proposing a general policy vote on governance by the Board for guidance to the university administration. In view of the fact that there are several new Trustees, he said he felt it a good time for the Board to restate its position. President Wood then outlined the current situation, noting that faculty concern and the forces at work among the faculty that make this of importance to them are thoroughly understandable. Four years of rapid growth in the seventies, coupled with the denial of cost-of-living and merit increases and other restrictions imposed by budget cuts, have led to a serious problem of morale. The administration has recog-

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nized this, tried to deal with it, and is acutely aware that many faculty members believe they have a set of genuine grievances and many believe that collective bargaining can improve matters.

President Wood then spoke of the brief of the State Labor Relations Commission. It deals with inclusions and exclusions of the bargaining unit and holds that UM/Boston and UM/Amherst constitute a single unit. He asked that the record show his single exception to the brief. The brief says, in effect, both parties agree to the appropriateness of collective bargaining in an academic context. The Chancellors and the President clearly disagree with this assertion.

The faculties of Boston and Amherst have been told the President's views on this matter--that an academic community is not necessarily an appropriate setting for collective bargaining in an industrial mode. Governance is a more appropriate mechanism for the relationship between faculty and administration. The President further stated that he does not believe that experience in other institutions which are organized shows an increase in monetary and budgetary benefits. Finally, he said, the faculty clearly has a right to organize if they choose, and the central administration is prepared to deal with a union. Citing Chancellor Bromery's leadership role in the University's last collective bargaining effort, the President asked him to speak.

Chancellor Bromery first introduced the new Vice Chancellor for Academic Affairs and Provost, Dr. Paul Puryear, mentioning that Dr. Puryear's experience at Florida State University would be of great use, having dealt with a collective bargaining election there within the last year. Chancellor Bromery then gave his own analysis of the situation. The concern of faculty members, particularly those leaning towards collective bargaining, is mostly an economic one. He said he believes that if the vote is pro collective bargaining, expectations for economic delivery are going to be unrealistically high. In any situation such as this, he said, whichever way the vote goes, one hopes that the institution will not suffer.

The State Labor Relations Commission's unit determination had raised concern among those who have dealt with unionized faculties. The simpler a unit is, the better it is. Unfortunately, Chancellor Bromery continued, the Commission has devised a very complex unit. It contains both the Boston and Amherst campuses and the unit includes many individuals who do not fall into the category of full-time faculty. Included are staff assistants and associates, counsellors in the broadest sense, in various programs such as the University Without Walls and the University Year for Action. As these programs do have a major academic thrust, the staff assistants and associates do have some mutual interests with faculty, but they also have diverse concerns. Recently, the Supreme Court determined that people in a bargaining

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unit who have diverse concerns must be directly represented in the organizational structure and it ruled that in bargaining, these diverse concerns and interests must be reflected and represented. Further, he said, bargaining with a unit which represents diverse interests can be a complicated process requiring negotiations lasting up to three years to reach an agreement. The unit determination of the Commission calls for a vote for one of three alternatives--representation by the Massachusetts Society of Professors/Faculty Staff Union/Massachusetts Teachers Association/National Education Association, or by the Amherst and Boston Chapters of the American Association of University Professors, or by no employee organization. The election will take place December 1 and 2, 1976. The Chancellor explained that if none of the proposed representatives wins a simple majority in the first election, a runoff election between the two with the most votes will be held in late winter or early spring.

Chancellor Bromery then discussed some of the results if the faculty opted for collective bargaining. The governance document (T73-098) currently in force would in effect be inoperative. Similar situations at other universities had led to unexpected consequences, such as at Florida State where collective bargaining led to the demise of the faculty senate. Faculty expectations of increased benefits will be high, but if these expectations are not fulfilled, which would be likely, morale will fall even lower. The Chancellor also noted the growing disenchantment of the general public with public employees at all levels. He recalled the final days of the last legislative session when, in discussing a supplemental budget, a motion had been introduced proposing the abolishment of all collective bargaining laws covering public employees. He said he viewed the motion as more a sign of frustration than an actual threat, but, he believed the frustration stemmed from unions bargaining for non-existent funds.

In answer to a question, the Chancellor stated that a quick study of the costs to the University of collective bargaining showed that they could be from a quarter to a half million dollars due to the need for additional legal help, staffing for grievances and professional bargainers.

Professor Boelcskevy stated that he had no intention of minimizing the problems and difficulties of collective bargaining but he felt it premature to paint as dark a picture as had just been drawn. He stressed that the issue of salary was foremost in the minds of faculty but there are several other issues, one being governance. The term "effective governance" as used in the proposed vote before the Board, he said, would not be acceptable to a number of UM/Boston faculty members who do not consider the present arrangement to be effective. The UM/Boston representatives on the Multicampus Personnel Policy Committee of the Faculty and Educational Policy Committee were quite dissatisfied last year with the way in which their very strong

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concerns on certain issues were treated through the governance mechanism and many felt that bargaining might be a more effective way to address personnel matters. Professor Boelcskevy said he felt the issue of inclusions and exclusions in the makeup of the bargaining unit had been presented in a one-sided manner. It could be argued that including all those who share a community of interest with the faculty, though not necessarily in the classroom, would be in tune with the original spirit of the University and might benefit the University as a whole.

Secretary Parks, speaking on the issue from the Government's point of view, stressed the difficulty the administration faces in dealing with the collective bargaining contracts negotiated separately by the State Colleges, the Community Colleges and the other universities. Each of the educational institutions, each with their separate bargaining units, submit different contracts to the Governor and the Legislature who are going to have to deal with them in some manner. These contracts contain a whole variety of conditions which have to do with the quality of teaching and many other matters as well as with money and, he said, because each contract has a different set of standards, the result is a "confused mess." Therefore, the inclination of State Government is to "literally step aside" from all of the negotiated documents and deal with all the segments equally, based upon available funds. The settlement finally concluded with the state employees' Alliance would enhance the inclination of the Administration, he said, to say that all employees of the State will get the same benefits, the same raises as the Alliance unions have accepted. Regardless of who is negotiating the contracts for the colleges and universities, the demand, he said, is always for unavailable funds.

As far as he is concerned, the Secretary continued, the available funds at issue amount to $32 million plus perhaps $8 million, and that is what will be distributed to public employees. The money for some eighteen thousand people who work in the colleges and universities will have to come from within that $40 million. The justification for what will happen is based upon available funds and therefore the only thing for him to do, he said, is to deal with everyone equally within those funds. He said he does not know how this political reality would affect the morale of University faculty, but he has already heard that the impact on the faculties of State Colleges is demoralizing because they thought their collective bargaining contracts had gained them six percent increases each year for three years, but that is just not going to happen. He noted that funds available to college and university employees are finite and bargaining for additional funds that don't exist will lead nowhere.

Mr. Lynton commented on another area of potential disillusionment and possible further demoralization; that is

misconceiving the relationship between bargaining and governance. He cited a recent and precedent-setting ruling of the New Jersey State Labor Commission, which held that while wages and salaries are mandatory bargaining issues, governance issues are not. He stressed the importance of faculty's realizing that collective bargaining will not guarantee any change in governance.

Professor Sulzner said that the faculty probably wouldn't even be getting the amount of money that is likely forthcoming if there wasn't a union around, and that the Legislature, in his judgment, does not have a high regard for the political power of the faculty in higher education, which are two reasons why the faculty felt the need to organize. He also noted that the Faculty Senate does not have to disappear with the advent of collective bargaining, and that the faculty's role in the grievance process will be strengthened with it because arbitration will be involved. Finally, collective bargaining will improve the personnel process, as a union, perhaps, will force administrators to behave more like administrators.

Trustee Breyer asked for clarification as to the mechanics through which the union would get more money for the faculty. The faculty at UMass seems to have done better financially than faculties at other institutions in the state. The lack of increases recently is very bad, but the Board and the President did go to the Legislature and were criticized by some for so doing. Will the union strengthen the Board's position before the Legislature or will it negotiate directly with the Legislature?

Chancellor Golino emphasized the danger of the expectation that having a union will somehow increase the monies available to the University, having just been told by the Secretary of Education that this was not to be the case. Chancellor Bromery said he didn't think that the Amherst faculty would vote for a union if they did not believe that it would result in more funding. There is a danger that the institutions will settle for an increase in excess of that which the Legislature will appropriate, leading to a rearrangement of the budget in order to adhere to a contractual agreement.

Professor Sulzner said that faculty view collective bargaining as a vehicle providing an additional access to the Legislature. Faculty interests, at least in terms of salaries and teaching loads, are easily traded off. This is coupled with a mood of anti-intellectualism in the state--a feeling that faculty members don't really perform useful jobs, they're overpaid, etc. The argument is not that the Board and the President do not try to fully represent faculty views, the argument is that faculty needs an additional vehicle of access to the Legislature.

Chairman Healey referred to Trustee Breyer's request

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for clarification of the mechanism the union would use to achieve the desired goals: Would the union work through the Board or through the Legislature? Citing his long experience in representing the University's interests to the Legislature, he said he doubted the ability of the union to radically alter the actions of the House Ways and Means Committee.

Professor Sulzner said that much depended on the affiliation the faculty would choose. Faculty members feel that their primary missions are teaching and research but they are diverted from these by what they perceive as a lack of support.

President Wood expressed his concern that if all the state institutions were to opt for collective bargaining, those institutions with strong regional constituencies would probably have greater impact on the Legislature than would the University.

Secretary Parks restated that there were only limited funds available and that those interested in real collective bargaining should consider joining the organization with the greatest political clout.

Chairman Healey said that the basic purpose of the discussion was to adopt a policy on the part of the Board as to whether or not Chancellors Bromery and Golino are authorized to take a position against the effort to organize and bargain collectively. The thing that persuaded him, apart from the concerns discussed earlier, was the fact that collective bargaining agreements inevitably eroded the authority of management, educational or otherwise. Under the laws of the Commonwealth the Trustees are given the authority and responsibility for running the University. Under a collective bargaining agreement the Board will find itself having to negotiate non-monetary issues which will invade the ultimate authority of the Board. Over the years the Board had been an interested and effective body, fighting for those things it found to be in the University's best interest, frequently at odds with successive governors because of the Board's advocacy. The Board functions well in the present atmosphere. If the faculty were being denied input into the decisional process, they would be justified in organizing, but the governance policy of the University provides for this.

Trustee Troy said he had long felt that anything that would diminish the power of the Board to serve the University effectively would be dangerous. When the Board asks the Legislature or the Governor for something for the University, they know the Board is asking for that which, in the considered judgment of the Board, is in the best interests of the University. The Board has been effective, especially during the sixties and seventies when the campuses grew and funds were available to attract and support an extremely distinguished faculty. The move towards unionization will weaken the power of the Board, he said, and this is an ill omen.

Professor Sulzner said that the faculty's motivation towards a union was not anti-Board, but rather that it grew out of a feeling of helplessness in a politically unfavorable climate.

Chairman Healey noted that there was no further discussion and explained that the vote would be delayed until Trustee Spiller rejoined the meeting; in his absence there was not a quorum present.

UM/Worcester--Governance of the Medical School (Doc. T77-028A)

He then called on Chancellor Bulger to discuss the document Governance of the Medical School (Doc. T77-028A). Chancellor Bulger said that Professor Goodman had led the effort to see the document through to completion and acceptance. It is not perfect, he said, but it allows the Medical School to begin a governance process and allows for review of its efficacy in two years.

Professor Goodman pointed out that the intention of the campus governance committee had been to distribute participation in the affairs of the Medical School as broadly as possible. This was also the intent of the elaborate committee structure proposed for the school. The document had been reviewed by a variety of constituencies--full time faculty, the Chancellor's office, the President's office, the associated members of the faculty who practice in the community, the part-time faculty, and a student group.

Secretary Hardy said that Trustee Robertson had been delayed. Had he been at the meeting, he would have reported that the Health Affairs Committee reviewed the document in detail at two meetings and at the second meeting had recommended that the Executive Committee accept it.

Trustee Troy initiated a brief colloquy with Chancellor Bulger concerning the style of the document: Chancellor Bulger conceding that the strength of the authors lay in other fields; Trustee Troy acknowledging that golden prose was not often found in such documents.

Chairman Healey said he found the governance arrangements a little overstructured and noted that the bottom line on page two made reference to the Executive Committee when it should refer to Executive Council.

Trustee Cronin asked if there was an effort now underway to have a student government association. Chancellor Bulger replied that an effort was being made and the resulting organization would interact with governance at the School. In reply to a further question, Professor Goodman said that the students who worked on the governance committee had been selected by the students.

Trustee Croce said one point that raised comment was on

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page ten, dealing with quorums. Paragraph three states, "Requirement for a quorum may be waived provided the Secretary makes a reasonable effort to contact a sufficient number of committee members so that an expression of opinion may be obtained from two-thirds of the membership." The point at issue is that this device could be used surreptitiously to obtain results that might be detrimental. Chancellor Bulger explained that it was devised to cover emergency situations peculiar to medical schools.

Trustee Troy said he found it to be a good document in general, but wondered at the lack of detail regarding the Provost, the chief academic officer. Professor Goodman said the role of the Provost has yet to be defined, and as the role is defined it will be incorporated into the specifics of the document.

It was moved and seconded

MOTION: To recommend that the Board of Trustees approve and adopt the Governance Document for the University of Massachusetts Medical School as set forth in Trustee Document T77-028A.

Chairman Healey indicated the vote would be taken at the reconvened meeting.

Delegation of Authority

Secretary Hardy explained the final item on the agenda. At its meeting of January 7, 1976, the Executive Committee had acted for the Board because the Board does not normally meet during January. There were several issues of urgent concern for the Medical Center that had to be dealt with, including the authorization of the Chancellor to negotiate inter-agency agreements. The Executive Committee may act on behalf of the Board, therefore there was no need to ratify the Committee's actions; however, counsel is concerned as negotiations are continuing and is asking if the Committee's action could be reaffirmed by the Board at this time. This committee need not act on this matter, but an action would be presented at the Board meeting.

Counsel O'Leary said that the January 7 vote of the Executive Committee did two things: First, it authorized execution of the inter-agency agreement; this created no problems. Second, it recommended that the Chancellor be authorized to negotiate future such agreements; for the sake of clarity the Board is being asked to vote to accept this recommendation. Chairman Healey said he would bring the matter to the Board's attention.

At 12:00 noon the meeting adjourned subject to recall by the Chair at 12:30 p.m.

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UNIVERSITY OF MASSACHUSETTS

The meeting was reconvened at 12:30 p.m. It was moved, seconded and

VOTED: To recommend that the Board of Trustees continue to endorse as effective governance arrangements the existing organization and processes of the University so as to maintain the traditional relationship between faculty, administration, and the Board of Trustees.

and further

VOTED: To recommend that the Board of Trustees approve and adopt the Governance Document for the University of Massachusetts Medical School as set forth in Trustee Document T77-028A.

The meeting adjourned at 12:35 p.m.

Dorothy Eichel

Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON HEALTH AFFAIRS

November 22, 1976; 12:30 p.m.
Room SF1-4
Medical Sciences Building
University of Massachusetts/Worcester

ATTENDANCE: Committee Members and Committee Staff: Chairman Robertson; Trustee Croce; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Miller, recorder

Absent Committee Members: Trustees Abrams, McNeil and Okin

Office of the President: Mr. Eller, Associate Vice President for University Policy

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Dr. Wheeler, Chairman of the Group Practice Advisory Board; Mr. Fellner, Comptroller's Office; Mr. Ference, Group Practice Administrator

Chancellor's Agenda

The meeting was called to order at 12:45 p.m. The first item of business was the Chancellor's Agenda. Chancellor Bulger spoke first, at Chairman Robertson's invitation. Chancellor Bulger said he wished to speak briefly on the existing financial situation of the Medical School and comment on the long term prospects. He hoped his remarks would lead to raising the important question of how much money should be invested in the School as a school, in other words, what is the goal of the investment in the School.

He said the School was experiencing the widespread budget crunch and was faced with a budgetary shortfall. He had discussed the problems, along with possible solutions to them, with the Faculty. The chief reason for the expected shortfall was the staggering cost of heating and lighting the building; other reasons included the costs of library materials, photocopying and anticipated increase in premium for malpractice insurance. Where possible, cut backs are being made - by replacing some of the fluorescent bulbs in the light banks by ballasting, a 60 percent cost saving had been achieved along with an improvement in the quality of the illumination; photocopying facilities were now under tighter control; the library was no longer buying expensive, non-course medical volumes, many of which become out of date two or three years after they appear; and efforts are being made to increase the efficiency of the building's air handling units. Unfortunately, there are areas where the School must resign itself to inflation, e.g. malpractice insurance costs have gone from $125 thousand to $170 thousand. Further efforts to run a tighter operation will continue.

Chancellor Bulger noted that the Hospital operated with a fixed budget. Staff were, however, raising the need for resolving personnel procedural problems and bringing people in so as to properly staff the intensive care unit at higher grades. These

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were but instances of the array of problems encountered.

In addition to external factors such as inflation, he continued, the Hospital's problems were problems of success, the facility is "just taking off." In October the overall occupancy rate was 80 percent and the Hospital has been basically full much of the time, especially the Intensive Care Unit. This puts pressure on the units which are understaffed, such as some of the laboratories. The Hospital has yet to achieve an economy of scale. The Chancellor expressed his belief that UM/Worcester was coming to grips with the situation and would soon be running with the requisite tightness, ever mindful of the dangers of running the operation so tightly that it has negative effects on staff morale. These effects could tear down that which has been built so carefully.

He said that morale in the basic science departments is very high, perhaps higher than it has ever been, while morale in the clinical sciences is very low. He felt the situation in the clinical departments is related to the staff being told in January to grow rapidly and then, as the dimensions of the budget situation became clear, being told to slow down, because of the danger of running out of money before the end of the fiscal year. Also, there are frustrations in working within the state system - operating a successful unit which obviously generated income sufficient to allow growth and then being told there are no funds for growth because revenues go to the State coffers. This led to sending potential and desirable patients elsewhere. Steps are being taken to resolve this situation.

In speaking to the point of where the School was going he noted that in 1974/75 the operating costs of all U.S. medical schools, not including the cost of operating a teaching hospital, averaged $14.5 million, the budgets ranging from $3.6 million up to $36 million. The average annual, per student cost nationally was $30+ thousand. UM/Worcester's current budget is $9 million, and the annual per student cost is $29,000. If next year's budget is to be $11.5 million, the annual per student cost will be about $30,000.

If fully developed, the School will have 200 FTE faculty members, the number originally planned for. Currently, there are 120 FTE faculty, including the administration, with approval for 59 additional faculty. Assuming an inflation rate of eight percent and including the cost of residency training, the cost of which should probably not be in the School's budget, a 200 FTE faculty, with support help at a modest level, would need a budget of $15.7 million. If residency costs, which now are included in the educational budget, are relocated, and if there is an inflation rate of six percent, $14 million would be adequate.

Dr. Caper, adding to the Chancellor's report, noted some of the actions that had been taken in the Hospital in order to

curtail expenditures. In response to the heavy use of the Hospital and with the census ranging from 75 to 90 percent, the Executive Committee of the Medical Staff has voted to establish a priority of insuring that emergency admissions take precedence over elective admissions. The result of this priority will be the occasional cancellation of some elective surgery. Attempts are being made to limit use of the emergency room by informing local ambulance services, on a day to day basis, whether the emergency room is open or not. Outpatient Clinic appointments are scheduled so as to restrain its rate of growth. The number of staff in the Hospital is essentially frozen at its present level, and the only people employed now are those who have been determined to be essential to patient care and safety. Another area which has been deemed essential is the billing and collection operation, as it is necessary to produce income. He said the budget dictates that the Hospital's activities and current use remain at the present levels for the rest of this fiscal year.

Chairman Robertson asked if informing the ambulance services that the Emergency Room was not open meant that a person in need of immediate medical attention would be turned away. Dr. Caper explained that the ambulance services were told that if they had an option they should take it. Patients are not being turned away.

In response to Trustee Croce's question about disaster preparedness, Dr. Wheeler said the Hospital did have a general disaster plan and there were Army surplus supplies at hand in case of need. An effective regional plan is yet to be developed. He referred to the discussion on instructing ambulances where to take patients, saying such coordination is not a bad idea and probably will be standard practice in all hospitals in the future, when emergency networks and effective communications have been established.

Chairman Robertson said it was his understanding that the desire for a trust fund, in which the Hospital's receivable accounts are placed, is to allow the Hospital to use these funds for expansion, thus increasing its capacity to generate more funds. He asked if it would be a monetary plus or minus in the long run, if the Hospital could expand services according to need rather than imposing cutbacks such as Dr. Caper had described. Dr. Caper said if the revenues could be retained, it would allow for planned and accountable expansion to occur, which is not now the case. The staff would need to be increased, as the Clinical Services are now functionally fully extended and any increase in activity, given the present staff, would compromise the quality of care.

Chairman Robertson asked if staff were added to the Outpatient Clinic and services expanded would the Clinic be self-supporting. Cautioning that hospitals as a whole always require some form of subsidy, Dr. Caper said an expanded clinic would be self-

supporting if the Hospital could retain the income.

Chancellor Bulger said that in some areas, for example in Boston, clinic services are very costly. MGH found it to be better to invest in the in-patient area, in terms of dollar return. Dr. Wheeler said it would be better in terms of cost efficiency if the Hospital had more patients in the hospital and performed more services. The Department of Surgery loses much less money in treating four cases a week than when treating two; the Hospital loses less money if there are 200 patients instead of 75, because of the need for certain basic support regardless of the number of patients. Cost efficiency requires a certain critical mass, which has yet to be attained, added Chancellor Bulger.

Trustee Croce said that even with a trust fund almost all teaching hospitals need additional financial support. Even good private hospitals need to be subsidized somehow. He expected this would be the case with UM/Worcester. Dr. Wheeler agreed, noting that the Teaching Hospital is reimbursed on the basis of the lesser of costs or charges - there is no way to turn a profit. Mr. Fellner said that third party payers define costs in a restrictive manner. In expanding to a further 25 or 30 beds, the inventory of supplies would have to be built up and the inventory build up is not recognized as an allowable cost. The cost is allowed as the supplies are consumed. Staffing is treated in the same way, there is a lead time in building up to the additional capacity, and it isn't until later that the effect is felt. The assumption would have to be made that the patients occupying newly opened beds would have the same general level of insurance coverage as do the patients presently in the Hospital. If another floor were opened just to accommodate patients that do not have insurance coverage, it would not break even, even in the longer run.

Mrs. Bluestone said one of the biggest problems is the difficulty of running any 75 bed hospital in a cost effective way. Given UM/Worcester's physical plant, she stressed, it was impossible to run the hospital for 75 patients, but with increased numbers of patients a smaller net cost would result.

Chancellor Bulger said that six months ago he had tried to explain to the Committee why there were so few patients, now the situation was reversed and there were too many patient referrals, and that the pressure of this would continue. He was concerned about referring patients elsewhere. Dr. Wheeler said the faculty was very concerned about the effect of turning people away and, by so doing, "turning them off." The clinical faculty is concerned because the situation is not analagous to a spigot - if patients are turned away because of a lack of beds, their physicians may not refer future patients to UM/Worcester when beds are available.

At the Chairman's request, Dr. Caper spoke of the pro-

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posed hospital rate increases. He said the Hospital administration, with the approval and endorsement of the Hospital Management Board, was requesting a rate increase which would bring the Hospital's rates, for rooms and ancillary charges, into line with those of the major teaching hospitals in Boston. Since present costs exceed charges by a very great margin, any decision as to the size of the increase is somewhat arbitrary. The increase sought was selected by the administration as a defensible and understandable increase in comparison with other teaching hospitals in the state. The state treasury will gain a net increase in revenue. Since the great majority of the Hospitals' in-patients are covered by either private or federal insurance plans, and given the Hospital's liberal policies toward uninsured patients, the increase will not work hardships on them. Because out-patients are less well insured, no request is being asked for outpatient charges. The requested rate increases, to become effective January 1, 1977 are:

University Teaching Hospital Rate Increases (Doc. T77-037)

Acute semi-private rooms: from $125 daily to $155 daily.
Acute private rooms: from $150 daily to $185 daily.
Intensive care: from $315 daily to $440 daily.
Ancillary charges: a 30 percent across the board increase, with a change in charging methods in medical surgical supplies and pharmaceuticals from a flat daily rate to charges based on usage.

The increases will make the Hospital's rates identical to those at Massachusetts General, and somewhat below those at Beth Israel. He asked that the Committee recommend to the Budget and Finance Committee and the Board that this request be approved for transmittal to the State Rate Setting Commission (RSC). Trustee Croce moved that this be accepted. Chairman Robertson called for discussion.

Mrs. Bluestone said that hospital charges and costs are a major topic of interest to the Dukakis administration. She said Commissioner Fielding asked her to express his concern, particularly on two points: first, the inadequacy of support documentation justifying the request for the rate increases; and secondly, the possible conflict of this request with the recently passed hospital cost control legislation (Chapter 409 of 1976) supported by the Department of Public Health to limit charges. The passage of this bill required an enormous amount of effort on the part of the administration in combating the resistance of the private hospitals and trade-offs had to be worked out. The lack of information supporting the requested increases, such as a breakdown of charges, made it difficult to determine whether it would comply with the new hospital rate charge bill. She stressed that if the request went to the Rate Setting Commission without more detailed documentation, it would face very "tough sledding." It was parochial, she said, to say that the increases would save the people of the Commonwealth money, because anything that increases health dollars comes out of the pockets of all the people of Massachusetts. Hos-

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pitals in the private sector would oppose the request and the RSC would want to know about the Hospital's cost efficiency, and why already available beds in Worcester weren't being used. She predicted trouble unless the RSC received a far more detailed rationale.

Mr. Fellner said the Hospital vis a vis the 95 percent floor is well within the statutory guidelines allowing for a rate increase request. The cost per day for the '77 budget year will be $472; the charges per day, even had the rate increase been in effect on July 1, 1976, would be $310, representing an annual cost/charge ratio of about 140 percent, well above the 95 percent floor. If the ratio falls below 95 percent, it would mean the Hospital is operating at a profit. The Hospital administration, he continued, had prepared the forms required by the Chapter 409 hospital cost control legislation. The information required on these forms, which will be submitted to the RSC, gives very detailed background. Acknowledging the possible inappropriateness of presuming the posture of the RSC, he said he believed the RSC would be in favor of the increases because the costs exceed the charges so significantly. The cost control legislation was passed with the goal of reducing the total deficit of the Commonwealth, Mr. Fellner said, originally by restricting welfare reimbursement in particular. In the case of the Hospital, the RSC realized that if the Hospital's charges are at a lesser amount rather than a greater amount, then there are third party payer monies that the Commonwealth will not receive. Before the Hospital opened the RSC urged that the proposed rates be almost doubled. Mrs. Bluestone said this had happened before all of last year's activities and the passing of the new bill.

Mr. Fellner stressed that the RSC was aware of the costs of opening a new facility and of operating it at less than optimal level. The RSC has assumed its responsibility to insure that the Commonwealth receive funds properly due it and therefore opposes increasing the state's total deficit due to the operation of the Teaching Hospital. He agreed that any increase in the amount of health dollars would eventually increase costs for everyone, but it was prudent management for the Hospital to shift costs from the tax base of the Commonwealth to the federal government and private insurers when possible.

Trustee Croce said that if the Hospital's deficit is increased due to operating costs, this would necessitate going to the Legislature with a request for increasing the budget. He stressed that the Hospital needed a trust fund, noting that the closer the Hospital comes to breaking even, the better its public image will be.

Mrs. Bluestone felt it placed a burden on the state to ask that the Teaching Hospital be allowed to come in at 140 or 145 percent while holding private sector facilities to 95 percent.

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She felt that the Teaching Hospital was in effect asking that the law be amended or broken. She asked that the problem be looked at in its totality. Mr. Fellner responded that the 145 percent represented a cost-to-charge ratio and that an institution is in better fiscal shape the lower that percentage is. If the requested rate increases are granted, the RSC will not be treating the Hospital more favorably than other institutions. He said the increase of 30 percent would bring the Hospital's cost/charge ratio down from its present cost-to-charge ratio of 200 percent to 140 percent. If rates are increased again by an additional 40 percent the Hospital's cost-to-charge ratio would be about 95 percent. The Hospital's charges would then be greater than its costs. Under these circumstances the RSC would not be willing to approve any additional rate increase requests.

Mrs. Bluestone said she had received phone calls that would indicate that this might not be the case. There has been much talk about "total health care dollars," and everyone is enormously sensitive about letting state facilities do something that private facilities cannot do. In her opinion, if this issue is not raised by the RSC, it will be raised by the Massachusetts Hospital Association and other private provider groups.

Chancellor Bulger said that what was really needed was to increase the Hospital's capacity to 200 beds. If a subsidy to achieve this goal were forthcoming, there would be no need for rate increases. The Hospital cannot remain at eighty beds and become cost effective.

In response to Mrs. Bluestone's question, Mr. Fellner said he did not foresee a negative response from Blue Cross. The increased rates would be at the level of the Boston teaching hospitals, further, given the RSC's partial jurisdiction over Blue Cross through the contract approval mechanism, he felt that the RSC would be concerned with any adverse reactions that Blue Cross might have.

Chancellor Bulger asked Mrs. Bluestone if, in her view, asking for the increases was merely politically unwise, or did she think it was in some way detrimental to UM/Worcester's interests. Mrs. Bluestone said that the Department of Public Health, of late, found it virtually impossible to do anything without being seen as treating state facilities more favorably than the private ones. She felt the rate increases would be seen by some in this light.

Trustee Croce pointed out that positions and salaries for nurses in the Teaching Hospital had undergone changes and been improved because of the number of and service requirements for tertiary patients in such hospitals. He found it odd to say that this argument did not apply with equal force, when the Hospital itself applied for the rate increases due to increasing costs.

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Mrs. Bluestone said inconsistencies were rife in the budgetary process. She cited the case of a state hospital that had run a deficit of $15,000 in fiscal '77. The Public Health Department had planned to upgrade the hospital so that, at a conservative estimate, it would show a surplus of $508,000 in fiscal '78. Instead, budget cuts were imposed and the hospital under these circumstances is expected to show a deficit of $287,000.

Mr. Fellner said the Hospital was not seeking favored treatment, it simply wanted the law applied equally in all cases. Chairman Robertson noted that the Trustees, the University Administration, and UM/Worcester were all charged with the responsible management of the facility and all must move forward.

Secretary Hardy asked Mrs. Bluestone for clarification on the possibility of the RSC violating provisions of the new bill if it granted the proposed increases. Mrs. Bluestone said she didn't know and that the RSC could handle the matter in a variety of ways.

There being no further questions the motion was moved, seconded and it was

VOTED: To concur in the need for rate increases as outlined in Document T77-037 for the University of Massachusetts Teaching Hospital and to recommend to the Committee on Budget and Finance that it recommend to the Board of Trustees its approval that said rate increases be requested from the Rate Setting Commission.

Mrs. Bluestone voted against the motion.

Group Practice Plan

Chancellor Bulger, at the request of Chairman Robertson, continued the orientation discussion on the Group Practice Plan which had begun at the previous meeting of the Committee. He said that such plans took a variety of forms and the one at UM/Worcester was based on the general principle of setting up a group practice which is based on the entire group, rather than on departmental segments. Under the present plan all monies received go into the Group Practice Trust Fund, which is controlled by the Dean of the Medical School. Salaries are paid by the trust fund, then disbursements are made by the Dean to a variety of recipients according to priorities he would establish, and overages might then be given to the clinical departments. Speaking as a Dean, he said that controlling the funds had a surface attraction; however, this system meant there was little or no incentive for the high earning departments to earn more than just the amount needed to pay their members in the group practice. When group practice plans are based on revenues going to the clinical departments, with each department determining the disbursement of any overages after the compensation commitments have been met, then it forces the chairmen and the departments to take a more active management role. In such plans a

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certain portion of the overage goes to the dean for support of general needs. The portions range from 10 to 90 percent. Under such a system, the Dean can exercise some control over the departments through the allocation of income from other sources; for example, departments with a high income from the plan might receive less state money.

Dr. Wheeler stressed that the goal of a departmental based plan was to benefit the whole institution, not the individual departments. He said it would give each Chairman more of a sense of responsibility, more motivation to work for the department and the institution. There would be less tendency to confront the Dean with demands. He noted that practice in many schools has shown that the policy of departmental return has been the most productive. The plan that was originally proposed at UM/Worcester included the concept of identifiable departmental contributions and returns. The proposal never reached the Board of Trustees because of concern that the fund should be schoolwide and fear that otherwise there would be departmental empire building.

Dr. Wheeler said that under the present plan there is provision for departmental return after other commitments are met, but no guarantee that it will be forthcoming. Problems caused by the present plan include: difficulty in recruiting faculty because high-earning clinicians who have been in situations where they have had discretionary use of some of the monies they have generated don't like to change; there has been difficulty in getting present high earning faculty into the plan, the specialty that earns the most money is not in the group practice plan; there are potentially high earning departments which haven't developed, partly because of lack of confidence as to what their role and responsibility will be in developing their professional programs, due to the lack of guarantees that any of the monies their programs generated would be used for purposes that are their main interest; and finally, as non-earners load up the plan, the plan will go broke. The projection for this year at UM/Worcester is that the plan will go broke because of too many non-earners.

Dr. Wheeler said he felt that the school was going to have to follow the route that is now the conventional one, some sort of compromise. The situation is comparable to that of individual salaries. The practice of full-time salaries has resulted in some people not working to full capacity. A system where people put everything in their own pockets has resulted in abuses and in people not doing their best for the school. Therefore, he said, a compromise was necessary. The biggest benefit of the revisions of the plan under consideration is not money, it is that it puts responsibility for programmatic development squarely in the laps of departmental chairmen.

Chairman Robertson asked if it was correct that the high earners are those with less than two-thirds appointments, as those

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with two thirds or more appointments were by mandate included in the plan. Chancellor Bulger said that under the provision of the plan an associate membership goes to those people who do more than half of their clinical practice outside of the Teaching Hospital. At present there are two people in this category and will likely remain there because the stipulations of the present plan permit this. Dr. Wheeler said there were other high earners who can operate in other places but do most of their work at the teaching hospital and are therefore members of the group practice, but they want to see the ground rules changed or not be considered members of the group if the situation is not changed. He said there was a pernicious set of circumstances whereby people could choose to do less than 50 percent of their work at the Teaching Hospital in order to achieve financial gain and not be bound by the rules and regulations of the present Group Practice Plan.

Mrs. Bluestone said she presumed changes in the group practice plan had to ultimately be approved by the Board but she wasn't sure what the preliminary steps were. Chancellor Bulger said the Group Practice Plan document is to be reviewed by the Board in May of 1977. In preparation for the review, the School has been looking at what has happened and examining possible changes. The Board review will be the first supra-campus examination of the plan and for this reason the Health Affairs Committee was being apprised of the School's deliberations. Secretary Hardy said the matter would ultimately go to the Executive Committee for its action, but the hope was that the Health Affairs Committee would become so familiar with the various problems, ramifications, etc., that when the time comes for specific recommendations amending the group plan, the committee can be the body that familiarizes the rest of the Board with the issues.

Mrs. Bluestone asked what internal review is presently going on and if a structure was emerging. Chancellor Bulger said there had been a great deal of discussion and thinking about the matter among the faculty, and there had been many reactions forthcoming. During the next six weeks he will meet with appropriate people and try to come to some position. He did not foresee any problem in coming up with a proposal that would represent the consensus of almost the entire faculty. Dr. Wheeler added that the Finance Committee of the Group Practice has been asked to make a recommendation to the Group Practice Advisory Board. Independently of that there have been discussions in the Chancellor's Office and the President's Office. The Group Practice members have a clear idea of the way they want things to go. However, since no vote has been taken, it is not known yet if there is unanimity of concern. Most want to go to a departmental structure and to establish a situation where the Group Practice doesn't get so overloaded with non-earners that it never breaks even. Many of those who could help balance the books will not join unless they are guaranteed the latter will not happen. He noted that one of the original ideas was that the Group Practice Advisory Board would advise the

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Chancellor on commitments for disbursements, realizing there will be debits in low-earning departments, such as Family Practice and Pediatrics. Personnel commitments had been made in such a fashion that the Advisory Board has not been able to perform its review function properly, and there are commitments of $1.6 million with nowhere near that amount of income.

In response to a question about the issue of full-time vs. less-than-half-time participation, Dr. Wheeler said members of the group feel strongly that there should not be a double standard, everybody should play by the same rules. Chancellor Bulger clarified by adding that everyone was playing by the present rules, but in order not to have different standards it would be necessary to change a few rules and regulations. Dr. Wheeler stressed that everyone had been conforming to the rules and regulations; however the current system has allowed, in effect, two classes of citizens to develop. This wasn't originally contemplated.

Chancellor Bulger said that one of the reasons it had not been an optimum time to say to department chairmen that they were free agents is that the resources to correct problems have not been available. Though the plan has been overloaded with non-earners, there has been the potential for breaking even in terms of services rendered, but the billing and collection system is not functioning well enough. The system has now been computerized and due bills will be collected.

Mr. Eller said it was important to remember that the review of the Group Practice, and particularly the rules and regulations established by the Board, has to take place under the constraints of the statute which originally established the Group Practice Trust Fund. Since the statute lays down specific priorities and operating procedures, the review has to be done within the parameters of the statute. While recommendation for statutory change is appropriate, alterations prior to a statutory change must occur within the existing law.

In answer to a question, Dr. Wheeler said that he was not certain if the lack of flexible funding was the central reason some potential clinicians did not join the faculty; however it was a dominant topic of discussion. It has been a major consideration of three or four people the School was interested in. He also pointed out that the statute governing the Group Practice had been submitted without, in his view, full review by the Medical School.

Chairman Robertson urged that any change considered should give priority to making the plan work and should not exacerbate any tension between the Clinical Sciences departments and those of the Basic Sciences.

There was no further business to come before the Committee, and the meeting was therefore adjourned at 2:30 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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NOT USED

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MINUTES OF MEETING OF TRUSTEE COMMITTEE ON STUDENT AFFAIRS

November 22, 1976; 3:30 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Shaler; President Wood; Trustees Conti and Cronin; Mrs. Kaplan representing Commissioner Okin; Secretary Hardy; Mr. Miller, recorder

Absent Committee Members: Trustees Anrig, Eddy, Gordon, McNeil and Morgenthau

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Bench, Associate Counsel to the University; Mrs. Simmons, Assistant Vice President for Academic Affairs; Ms. Taylor, Assistant to the Director, Office of the Budget

UM/Amherst: Mr. Woodbury, Acting Vice Chancellor for Student Affairs

UM/Boston: Chancellor Golino; Mr. Tubbs, Vice Chancellor for Student Affairs; Mr. James, Assistant Vice Chancellor for Student Affairs; Ms. Furman, Assistant to the Vice Chancellor for Student Affairs

UM/Worcester: Mr. Fineblatt, Vice Chancellor for Student Affairs; Mr. Topulos, UM/Worcester student

Guests: Mr. Morgan, Executive Director, MassPIRG; Ms. Michaelson, MassPIRG

Report on MassPIRG (Doc. T77-044)

The meeting was called to order at 3:40 p.m. Chairman Shaler said that the first item on the agenda was a report on MassPIRG and there would be a vote on the matter after discussion. He felt constrained to say that as a Trustee, and as Chairman of the Committee, he had been dismayed by some of the rhetoric that has been generated as a result of the review of MassPIRG by the Board. The Trustees had a right and responsibility to examine MassPIRG, as well as any other program at the University. He noted that he had received letters, as had the Secretary's Office, and articles had appeared in the Collegian, all supporting MassPIRG. He said that if he had been "on the fence" on this issue, the irresponsible accusations in some of the letters and articles would have made it difficult for him to support the continuance of MassPIRG at the University. He asked Mr. Lynton to discuss the report at hand.

Mr. Lynton began by introducing Mrs. Simmons, the new Assistant Vice President for Academic Affairs, particularly on student matters. He said that he shared Chairman Shaler's dismay

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at the tone of the writing of some of MassPIRG's supporters. He then briefly summarized the University's relationship with MassPIRG. The organization first came to the Board's attention in 1972, when a petition based on a student referendum, showing that more than 50 percent of the students at Amherst were interested in affiliating with the Western Massachusetts Public Interest Research Group (WMPIRG), was presented to the Board for consideration. The Board approved the affiliation and on advice from Counsel it acted to permit the collection of a fee from students to support WMPIRG on a voluntary basis, with a negative check-off procedure, similar to the collection of the health insurance fee. Additionally, the University was to be reimbursed for any costs incurred in the collection of the fee. He said it was appropriate that the Board review and examine such activities periodically. The suggestion that MassPIRG be reviewed came several months ago and the Executive Committee, at its October meeting, recommended the review.

The report at hand, he continued, dealt with four key questions -

1. Are the activities of MassPIRG qualitatively or quantitatively different from those originally anticipated?

2. Is MassPIRG providing an educational experience which can continue to be considered incidental to the educational purpose of the University?

3. Have any new legal issues arisen since the 1972 vote?

4. Is the fee collecting mechanism still appropriate?

He said the report, which Mrs. Simmons compiled, with help from the campuses and information from MassPIRG, revealed that MassPIRG's activities are essentially what they always have been, a combination of research and advocacy. In its pursuit of any one issue, MassPIRG's pattern of operation typically progressed from research to action and advocacy. Its method of advocacy generally involved public education and lobbying. MassPIRG's first action was to sponsor legislation regarding a particular utility company, and legislative action continues to be part of MassPIRG's activities.

Mr. Lynton said that although detailed data on the number of students actively participating in MassPIRG activities is not available, a reasonable number of students have been involved in MassPIRG and that involvement, on the whole, has been a positive and educational one. In a few cases students have received academic credit by working under the supervision of faculty members.

He said that General Counsel of the University had re-

cently reviewed the relationship of the University to MassPIRG and has advised that the legal situation has not changed. Because of a law passed in 1973, most members of the central staff of MassPIRG are registered lobbyists, an activity they carried on at the outset.

Continuing his summary of the report's findings, Mr. Lynton said that in the opinion of those who examined a variety of fee collection methods, the present method of a negative check-off is preferred, because it insures the voluntary, non-coercive character of student support for the organization. Other methods all had drawbacks. University Counsel had advised that the Board was not authorized to impose a "mandatory" or "mandatory-refundable" fee; experience has shown that the use of the "positive check-off" or "direct solicitation" systems forced organizations to devote much of their efforts to fund raising.

Mr. Lynton concluded his report with the recommendation that the Committee recommend to the Board continuation of the present relationship and, by so doing, formalize the relationship with MassPIRG, formerly two entities known as Western Massachusetts Public Interest Research Group (WMPIRG) and Massachusetts Public Interest Research Group East (MassPIRG East) at the time of the Board's previous actions in 1972 and 1973.

In response to Mrs. Kaplan's question Mr. Morgan, Executive Director of MassPIRG, said that, with the exception of a few law students, MassPIRG was almost exclusively an undergraduate organization, although the voluntary fee appeared on the bills of both undergraduate and graduate students. Noting the report's statement that MassPIRG requires at least fifty percent of the students to support its activities through voluntary payment of its fee, Chairman Shaler asked each campus to report its situation. Mr. Woodbury said 65 percent of the student body paid the MassPIRG fee in the fall of 1972, subsequently 50 to 55 percent had done so. Mr. Tubbs said about 55 percent of the UM/Boston student body paid the fee. Trustee Conti added that most of the students on the Boston campus she had talked with supported MassPIRG and wanted it to continue. A small minority of the students did not approve of it for one reason or another.

President Wood stressed that periodic reviewing of on-going programs was an obligatory function of the Board and the present review was part of this process. He said that the timing of the review might have been affected by letters to him and to Trustees from parents of students and members of the Massachusetts Taxpayers Foundation. Many of the parents had stands on certain referenda on the November 1976 election ballot that were diametrically opposed to the stand of MassPIRG; and the parents, examining the tuition bills and seeing the fee supporting MassPIRG, took pen in hand. It was clear, he said, that MassPIRG will be a matter of continuing debate.

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Mr. Lynton said the basic issue is advocacy. MassPIRG is an advocacy group that takes positions on issues rather than personalities. It is legitimate to ask if the University can or should have any relationships with an organization that takes positions on issues and thereby takes a political stance. The Board addressed this question in 1972, and acted affirmatively. In reviewing MassPIRG's current activities, it appears that the ratio of research and advocacy has not changed significantly and, on balance, its educational role and issue orientation makes continuation at the University consistent with the Board's previous actions.

There being no further discussion, it was moved, seconded and

VOTED: To recommend that the Board of Trustees reaffirm its votes of May 26, 1972, and May 2, 1973 pertaining, respectively, to the Western Massachusetts Public Interest Research Group (WMPIRG) and the Massachusetts Public Interest Research Group East (MassPIRG East), which organizations are now merged and known as the Massachusetts Public Interest Research Group (MassPIRG): further, that the Amherst and Boston campuses be authorized to continue to collect voluntary student fees of $2.00 per semester on the basis of a negative check-off procedure as heretofore used; provided, that if in any semester less than fifty percent of the students at either campus elect to make such payments, such authorization will cease for that campus, and provided further, that MassPIRG shall reimburse the Commonwealth for any expenses incurred by the University in collecting such payments.

Chairman Shaler noted with pride that for the first time, a medical student was attending a Student Affairs Committee meeting and it gave him particular pleasure to welcome Mr. Topulos because he had been his former student at Williston Academy. Mr. Woodbury then asked if MassPIRG could function at the Medical School, to which Mr. Lynton replied that the option for students at UM/Worcester to affiliate with MassPIRG would depend on a student referendum and an enabling vote by the Board.

Report on Tuition Waivers (Doc. T75-075B, Doc. T77-038)

The meeting then turned to the second item on the agenda, Report on Tuition Waivers (Doc. T77-038). Mr. Lynton said the Report reflected the first full year of operation of the tuition waiver policy laid down by the Board in document T75-075B, which was approved in February, 1975. The policy tightened the criteria under which discretionary tuition waivers were to be applied. Between 1974-75 and 1975-76 the dollar value of discretionary tuition waivers at UM/Amherst and UM/Boston was reduced from $2 million to $1.5 million, a reduction of 25 percent. Parenthetically he noted that

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statutory tuition waivers, which are not subject to Board control, declined about 15 percent. The abolition of the category, "Dissertation and Thesis Credit," resulted in the largest reduction of waived tuition and had a significant effect on the total number of discretionary tuition waivers awarded in 1975-76. In the category, "Assistants and Associates," the more stringent eligibility criteria did not immediately have the effect of reducing the number and dollar amount of tuition waivers at UM/Amherst. Apparently, he said, departments realizing that a $1,800/year stipend was now necessary to insure a tuition waiver for their Graduate Assistants/Associates, maximized their ability to award such waivers by granting fewer such stipends either above or below the $1,800 level than had been the practice in previous years. This resulted in a small increase in the number and dollar amount of waivers in this category. In the spring of 1976, however, the more stringent eligibility criteria began to have the intended effect of reducing the dollar amount of waivers.

In other areas of tuition waivers there had been little change except in the case of foreign students. The tuition waiver policy does provide for waivers for foreign students at UM/Boston and UM/Amherst. Last year the Legislature passed a statute which required the University to charge undergraduate, out-of-state students at least 95 percent of instructional cost. This statute removed the University's right to waive tuition for all undergraduate out-of-state students, including foreign students, and has caused great hardships at both UM/Amherst and UM/Boston. UM/Boston was particularly hard hit, as its students are mainly undergraduates.

One of the votes before the meeting, Mr. Lynton continued, was to bring policy into accord with the statute by amending the policy with regard to foreign students to benefit only graduate students. The other was to remove all inequity. The 50 percent floor on waivers does not take into account that the pay scales at the two campuses are not the same and pegs the scale to that of UM/Amherst, thus creating hardships at UM/Boston.

The report on the general status of the first full year of operation of the revised tuition waiver policy prompted Chairman Shaler to ask whether the removal of dormitory counselors from eligibility for tuition waivers had damaged the quality of dormitory life. There ensued a discussion of the burdens and responsibilities placed on dormitory counselors and the financial hardship placed on some by the loss of this benefit and the low salaries paid to them.

Chairman Shaler concluded the discussion on the tuition waiver policy by urging that there be continuing review of the policy and its effect on different student constituencies and the quality of programs at the campuses.

It was moved, seconded and

Student Affairs
11/22/76

UNIVERSITY OF MASSACHUSETTS

VOTED: To recommend to the Board of Trustees that Section 2.2(b) of Trustee Document T75-075B, Tuition Waiver Policies be amended to read,

"2.2(b) a minimum of one-half of the campus' full stipend."

and further

VOTED: To recommend to the Board of Trustees that Section 3.2 of Trustee Document T75-075B, Tuition Waiver Policies, be amended to read,

"3.2 Foreign Students. A tuition waiver for foreign students is an appropriate method of encouraging and enabling foreign students to attend the University in order to encourage cross-cultural academic interchange. These tuition waivers are to be awarded on the basis of financial need and are authorized up to a maximum of ten percent of the total number of foreign graduate students attending the granting campus."

UM/Worcester--Report on Student Affairs

Chairman Shaler asked Mr. Fineblatt to report on student affairs at UM/Worcester. Mr. Fineblatt noted that this was the first report on student affairs at UM/Worcester to be made to the Committee. He said the Accreditation Committee in its recommendations to the Medical School had pointed out several areas in student affairs where deficiencies existed. The first of these deficiencies to be remedied was the lack of a person responsible for student affairs; as of July 1, 1976 Mr. Fineblatt became that person as Associate Dean for Student Affairs. The Student Affairs staff consisted of the Associate Dean on a half-time basis and a full-time administrative secretary. Student Affairs' two main concerns are personal and vocational counseling. Vocational counseling includes directing students to residency programs; career advice concerning specializations; and choice of area of primary care. Mr. Southworth from the Amherst campus had been advising the school in establishing a student counseling service, and a career counseling service with representatives from the clinical departments was being set up.

Mr. Fineblatt said the financial aid problems at Worcester stemmed from students who, because of their financial status, did not qualify for low interest federal loans. Attempts are being made to develop a "Worcester Health Program," with the help of local banks. Each bank will be asked to provide ten to fifteen student loans. Housing, he continued, was an acute problem. The school has facilities for about fifty students. As the school now has 305 students and will eventually have about 400 each year, there is a mad scramble for housing. Mr. Fineblatt said the Trustees had previously expressed interest in housing at UM/Worcester and

he hoped this interest would continue.

Chairman Shaler asked if UM/Worcester owned any housing. Mr. Fineblatt said that there were three sites at present. One, a former administrative building of the school, and two houses, with a total capacity of 35 students. Chairman Shaler noted that this at least set a precedent.

Chairman Shaler asked if anything was being done about affirmative action and the future of the newly established Student Affairs Office. Mr. Fineblatt said a full-time affirmative action officer had been hired. The Student Affairs Office so far had been reacting to acute situations that had cropped up. He said they now have to begin planning an operation which would have programs in place before the onset of problems.

UM/Amherst--Report on Student Affairs

Mr. Woodbury at Chairman Shaler's request spoke on student affairs at UM/Amherst. He passed out a chart showing the scope and area of the offices falling under the umbrella of the Vice Chancellor for Student Affairs. He said that concerns of the operation fell into two kinds - persistent management problems and those in the speculative area. Persistent management problems included the cost and financing of the residence halls; difficulties in staffing in all areas; the Campus Center and the Garage; difficulties in terms of basic services, such as financial aid and counseling. The speculative area consisted of challenges not unique to UM/Amherst - the job market and the persistence of unemployment of young people; demographic projections; and questions about who are college bound students. He noted that UM/Amherst was now having to cope with non-traditional students and this raised special counseling problems and resulted in the need for day care centers and housing.

President Wood felt there was a natural bridge between the Alumni and employment. Also, he said the Alumni were ready to help and should be used. Mr. Woodbury said efforts were being made in this area. Alumni in New York City and Washington, D. C., had been helpful in finding jobs and internships in private industry and government in both cities. He noted there were 40,000 alumni in Massachusetts and 60,000 in New England, and present efforts to use them would be increased.

UM/Boston--Report on Student Affairs

The meeting then turned to student affairs at UM/Boston. Chancellor Golino said three committees at UM/Boston had been working on the problems of student affairs at UM/Boston and the Trustees would soon be made fully aware of the considerable activity in this area by a forthcoming report. He felt that UM/Boston considering the problems it faced and its efforts to solve these problems, might well be the model for urban universities of the future. He asked Mr. James to describe the work of his committee. Mr. James said his committee was concerned with the totality of student services. He distributed a chart showing the many ways students

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entered the UM/Boston system or got onto the college-bound track. Included were: 1) Another Course to College (ACC), under which the Institute for Learning and Teaching selects 100 people and prepares them for college. While ACC is supported by the UM/Boston campus, the preparation is not solely geared to entering UM/Boston; students can go on to other colleges; and 2) Higher Education Preparation in Prison (HEPP), in which program incarcerated individuals can begin studying for college. In addition to identifying the many areas of activity, the committee had also found areas that need strengthening; for example, career placement, psychological counseling, and child care. In the case of child care it will be necessary to stabilize funding. At present, funds come from four sources and there is a structured deficit of $15,000 per year caused by a sliding fee scale. Chancellor Golino noted that there were up to seven possible ways a student could enter UM/Boston.

Trustee Conti asked about the veterans program. Chancellor Golino said that no efforts were being made at present due to lack of funding. Unless a grant is forthcoming the situation will remain as it is. He also said that articles appearing in the Mass Media indicated student perception of increased support for student services and of a functioning counseling operation. Chairman Shaler noted that the Chancellor seemed more optimistic. Chancellor Golino agreed that this was so. The Committee had found a measure of activity that was high where seen in the light of the resources available.

There being no further business to come before the Committee, the meeting was adjourned at 5:30 p.m.

Dorothy Eichel

Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON BUDGET AND FINANCE

November 30, 1976; 2:00 p.m.
Office of the President
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Carlson; President Wood; Trustees Croce, Dennis, Gordon, Rowland, Troy; Secretary Hardy; Treasurer Johnson; Miss Eichel, recorder

Absent Committee Member: Trustee Shearer

Other Trustees: Trustee Cronin

Office of the President: Vice President Janis; Vice President Lynton; Ms. Hanson, Director, Office of the Budget and Assistant Vice President; Mr. O'Leary, Associate Counsel for the University; Miss Taylor, Assistant to the Director, Budget Office

UM/Amherst; Mr. Gulko, Budget Director

UM/Boston: Mr. Baxter, Director of Budget and Control

UM/Worcester: Chancellor Bulger; Dr. Caper, Vice Chancellor for Health Affairs; Mr. Cathey, Controller; Mr. Fellner, Assistant Controller; Mr. Ference, Group Practice Administrator; Mr. Turek, Budget Analyst

Guests: Mr. Arthur Parker and Mr. John Wood of Standish, Ayer and Wood, Investment Counselors; Mrs. Shukri of the Executive Office of Educational Affairs

Report of Investment Counsel

The meeting was called to order at 2:10 p.m. by Chairman Carlson, who called first for the Report of Investment Counsel. Mr. John Wood introduced Mr. Arthur Parker, who reported for Standish, Ayer & Wood, Investment Counsel. Mr. Parker briefed the Committee on the current status of the stocks and bonds in the endowment portfolio. He said that the recommendation contained in the Portfolio Analysis of October 1, 1976 had been amended and copies of the amended recommendation were circulated to the Committee.

After Mr. Parker's report, he and Mr. Wood answered specific questions from members of the Committee. Mr. Carlson then thanked them for their report and Messrs. Parker and Wood withdrew from the meeting. (See addendum on pages 7 and 8.)

Status of FY 1978 Maintenance Budget Request

At the request of the Chairman, President Wood spoke briefly on the status of the FY 1978 Maintenance Budget Request. He said that the budget request will be affected by the recent agreement between the Alliance and the Commonwealth. The budget

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request did not allow for salary adjustments, and it will be necessary to review the request if University salaries are to be kept in line with salaries of other state employees. Also, he said, the upcoming collective bargaining elections may further impact on the budget request; therefore, it may be necessary for the Committee to take another look at the budget request at some future date.

UM/Worcester--Group Practice FY 77 Expenditure Plan and FY 78 Revenue Projections (Doc. T77-050)

Chairman Carlson turned next to the matter of the Group Practice Expenditure Plan FY 1977 and Group Practice Revenue Projections FY 1978--UM/Worcester (Doc. T77-050). This was a rather complex subject, he said, and he asked Chancellor Bulger to begin the discussion. Chancellor Bulger said he would defer to Daniel Ference, Group Practice Administrator, who had developed the statistical report. Mr. Ference said there would be a cash shortfall at the end of June, which the Medical Center anticipates meeting either through a short-term commercial loan or by the deferment of compensation to physicians, repayment to be made from FY 1978 clinical revenues.

At Chairman Carlson's request, Mr. Ference explained the three components of the income of physicians who participate in the Group Practice Plan: The first component, he said, is the state base portion; the second is the guaranteed income from the Group Practice Plan. These two portions are determined by negotiation. The third component is an incentive overage amount from clinical revenues.

Chairman Carlson informed the Committee that through FY 1976 up to and including October of FY 1977 there had been a cumulative shortfall of some $270,000, which explains the anticipated need to borrow money or defer compensation. In March, when the projected shortfall can be more accurately predicted, a determination will have to be made as to just how it will be covered.

Mr. Ference added that the projected write-offs at Pondville Hospital shown in Table II were the result of regulations for third party reimbursement which the University must adhere to in its first year of operation. As the tables were reviewed and specific questions answered, it was noted that additional billing personnel would be necessary in order to fulfill this function as additional clinical staff were hired until such time as the billing could be computerized.

Chairman Carlson asked the status of the intra-University loan to the Group Practice Plan. Mr. Janis replied that the loan of up to $250,000 which had been approved by the Trustees in June covered a period of two years. He said that Table V assumed forgiveness of this loan for one year, which would require the approval of the Trustees at the appropriate time.

Chairman Carlson introduced the next agenda item, the

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UM/Worcester--University Teaching Hospital Rate Increases (Doc. T77-037)

University Teaching Hospital Rate Increases--UM/Worcester (Doc. T77-037), asking Dr. Caper to explain the need for the increases. Dr. Caper said that the increases being requested were as follows:

Acute semi-private rooms	- from $125 to $155 daily
Acute private rooms	- from $150 to $185 daily
Intensive care	- from $315 to $440 daily
Ancillary charges	- a 30% across the board increase

These proposed increases, he said, would bring the University Hospital rates in line with rates of other teaching hospitals in the Boston area. He said the direct impact on patients would be negligible since nearly all the patients are covered by third-party payers. The proposed increases would increase projected revenues at the hospital by about $615,000 in FY 1977 and by $1.85 million in FY 1978. He said that this proposal was approved by the Hospital Management Board and that these increases reflect not so much an increase in the cost of patient care as a reallocation of expenses among reimbursement sources.

Trustee Croce, at the request of Chairman Carlson, informed the Committee that when this matter had been discussed at the meeting of the Committee on Health Affairs, Mrs. Bluestone, representing Commissioner Fielding, expressed her belief that a rate increase would be received with displeasure since public attention had been drawn to the increasing cost of health care. Dr. Caper said the charges, even if increased, would still be below the actual cost of services rendered. He said that the cost of health care at the University Hospital should be comparable to national norms and that this should be the governing factor, not the cost of the service. He said that the University Hospital is still carrying a large overhead and would probably not reach a break-even level for at least five years; since the Hospital is subsidized by the state, the Hospital rates, he said, are not really related to the cost of health care and had been set arbitrarily. In addition, he said, the University is providing a level of service that has not been available previously in the Worcester area. It was noted that the proposed rate increase would have to be approved by the Rate Setting Commission of the Commonwealth. Chancellor Bulger said that even if the Hospital was at its full complement of 400 beds, the increased rates would not cover the actual cost.

Discussion of this item was then concluded and on motion made and seconded, it was

VOTED: To recommend that the Board of Trustees concur in the need for rate increases for the University of Massachusetts Teaching Hospital as outlined in Document T77-037 and to request that the Rate Setting Commission approve said increases.

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Establishment of W. Roy Elliot Endowment Fund (Doc. T77-035)

The next matter for consideration, said Chairman Carlson, was the proposed establishment of the W. Roy Elliot Endowment Fund (Doc. T77-035). Treasurer Johnson explained that this endowment to the University came as a result of the interest of an older (nontraditional) student in the forestry program. After his retirement from business, Mr. Elliot had taken some graduate courses in Forestry at the University and had later left money to the University for an annual award to a resident registered in the Forestry Department. On motion made and seconded, it was then

VOTED: To recommend to the Board of Trustees that the W. Roy Elliot Memorial Fund be established as an Endowment Fund for the purpose of making an annual award of $300.00 from income earned during the preceding fiscal year to a Massachusetts resident registered in the Forestry Department as a full-time student at the University of Massachusetts - Amherst Campus; to be eligible a student must be in good academic standing, demonstrate financial need and be of good character. The recipient shall be selected by a committee consisting of faculty from the Forestry Department who will review applications filed prior to June 1 each year. Excess income remaining after annual awards have been made shall be returned to the principal of the fund on the last day of the fiscal year.

Lotta Crabtree Endowment Fund

Trustee Gordon asked Treasurer Johnson what activity was presently underway related to the Lotta Crabtree endowment fund. Treasurer Johnson replied that the University received each year the amount of $100,000 for scholarships to be divided among the campuses. Trustee Gordon asked if the administration would look into the possibility of obtaining more money from this fund.

Listing of Ohio Land for Sale (Doc. T77-045)

Chairman Carlson then asked Treasurer Johnson to introduce the next item of agenda, the Listing of the Ohio Land for Sale (Doc. T77-045). Mr. Johnson said that the firm which had been selected to appraise the land last year had asked for permission to list it at the highest appraised value ($1,015,000). Discussion ensued with regard to the timing of this matter. It was the conclusion that the private housing market was on an upsurge and that it would be an appropriate time to list the land. On motion made and seconded, it was then

VOTED: To recommend to the Board of Trustees that it authorize the Treasurer of the University to enter into a listing agreement with the firm of Donald G. Culp, Realtor, of Columbus, Ohio, to offer for sale the property described in Trustee Document T77-045; provided, however, that the terms of any sale agreement shall be subject to

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approval by the Treasurer, the President and the Board of Trustees.

State Auditor's Reports FY 75

The next item of agenda, the State Auditor's Reports, was introduced by Mr. Janis at the request of Chairman Carlson. Mr. Janis said that these reports had been mailed to the Trustees directly by the State Auditor's Office. He described the procedure of review and response. The Management Bureau of the Commission on Administration and Finance, he said, reviews the audits and sends the University a list of questions to which they would like answers by a given date. The campuses are in the process of responding to the questions and Mr. Janis said that these responses would be shared with the Committee at a later date.

Capital Outlay Request for FY 1978 (Doc. T77-048)

The Committee on Budget and Finance concluded this portion of its agenda at 3:30 p.m., at which time it recessed until 3:55 p.m., when it convened to meet jointly with the Committee on Buildings and Grounds, to discuss the last agenda item, the Capital Outlay Request for FY 1978 (Doc. T77-048).

Trustee Carlson, Chairman of the Committee on Budget and Finance, yielded the chair to Trustee Spiller, Chairman of the Committee on Buildings and Grounds. Chairman Spiller said that the Committee on Buildings and Grounds had just completed an examination of the proposed Five Year Capital Outlay Budget (Doc. T77-048). The budget, if approved, is to be submitted to the State with the understanding that only the first year (FY 1978) of the request is "locked up." The requests for the subsequent four years will be subject to review and alteration on a year by year basis. He noted that part of the Capital Outlay Budget review process had been occurring over the last 90 days and in the course of meetings held by the President's Office with each of the three campuses, "bare bone" campus requests totalling $114 million had been reduced to $70.6 million.

Chairman Spiller then said that the document at hand listed capital outlay requests for the fiscal years 1978-1982. At the Buildings and Grounds meeting, campus representatives had discussed each item. Chairman Spiller said he would review, for the benefit of the members of the Committee on Budget and Finance, the major requests from each campus in the context of the five year capital outlay. He then proceeded to summarize the major items in each of the campuses' five year plans (totalling $70.6 million) and the specific items and amounts requested for FY 1978 by each campus (totalling $12.425 million) as contained in Doc. T77-048.

As there were no questions following his review of the Amherst request, Chairman Spiller went on with his review of the Boston request. Following his summary, he noted that concern had been expressed at the meeting of the Committee on Buildings and Grounds over the impact of the sum of $29 million for Building

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080/2 (arts and science building) and there had been discussion of formatting the request so that it would be apparent that the entire amount was not to be expended in one year. Trustee Carlson said doing this could result in getting an appropriation for "one half a horse," and never getting approval for the other half; he said that laying out an expenditure schedule, if carefully done, would probably lessen the impact without endangering completion of the project.

Trustee Dennis asked if funds for library acquisitions were to be included in capital outlay or in the operating budget. President Wood said the question of which was the better strategy was still unanswered. Amherst and Boston had each received "one time" capital outlay appropriations some years ago but recent requests for books in capital outlay budgets had been either deleted by the Governor or disapproved by the Legislature. Consideration has been given, he said, to making a separate justification for library needs and including requests for these needs in both the capital outlay and operating budget requests. Trustee Dennis said he would welcome such an action. On a recent visit to the Boston campus he had found that the one thing faculty and students agreed on was the need for books for the library. Chancellor Bromery said that library acquisitions were more useful if allocated on a yearly basis rather than in large sums appropriated sporadically. He said that at the recent budget hearing held by Secretary Parks on the Amherst FY 1978 Maintenance Budget request, there were a number of questions about the level of library acquisitions but past experience would caution that this apparent interest in library books doesnot necessarily mean funds would be forthcoming.

Following the Chairman's summary of the Worcester request, Trustee Carlson asked if the FY 1978 $3 million request for hospital furnishings and equipment was a step towards the Hospital's being fully equipped and up to full bed capacity well before 1981. Chancellor Bulger said that 1981 was a more realistic figure for the Hospital's reaching its design capacity. The requests are for equipment and expansion of services for existing beds and the total five-year request is consistent with the original plans for the Hospital.

Trustee Gordon asked if the items listed in, for example, the Amherst budget were in order of priority. Mrs. Robinson said they were. Trustee Cronin asked why the renovation of academic buildings was given second priority, while the renovation of residence halls was given third priority. Mrs. Robinson said two considerations were involved, the academic buildings are older than the residence halls and in greater need of repair, and consideration was given to the question of state investment and interest in the renovation and maintenance of residence halls, since these older dormitories are now the property of the Commonwealth with the maturation of the bonds. The latter she said was an untested issue. Trustee Gordon said he felt it was time to test it. Chancellor Bromery said the priority assigned to the residence halls was part of the testing. It is very difficult, he said, to predict where the Governor or the Legislature will

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draw the line in considering a list of capital outlay request items, but because there was a great deal of pressure to renovate the residences, it was felt that there might be a chance that both the second item, academic buildings, and the third, residence halls, might be approved. Further, there could conceivably be alternative funds for renovating the residence halls; there were none for academic buildings.

Chairman Spiller said the Committee on Buildings and Grounds had also discussed the problems centered on the Southwest Towers and intended to ask Chancellor Bromery to provide a report complete with recommendations. Chancellor Bromery said such a report was in preparation, the necessary study having been started some six months earlier. The report would include recommendations for the Towers as well as a long-range plan for the entire residence hall system.

There being no further discussion, the two Committees meeting in joint session moved, seconded and

VOTED: To recommend to the Board of Trustees that it approve the FY 1978 Capital Outlay Budget Request in the context of the five-year Capital Outlay Budget as set forth in Trustee Document T77-048; further, that at the appropriate time the capital outlay budget request for each subsequent year within said five-year budget plan shall be subject to review and approval of the Board of Trustees.

President Wood said he wished to thank the Committees for their considered review and approval of the request and wanted to thank Chairman Spiller and the Committee on Buildings and Grounds for goading the University into developing a rational capital outlay process, particularly the five-year concept. He said that each year an additional year's request would be added to the process, so that the University would always have capital outlay plans dealing with a period of five years. He cautioned that even though the maintenance budget was reasonable in terms of order of magnitude, and the capital outlay budget was a sensible one, there would be "heavy water" ahead, with people accusing the University of making unreasonable demands. He did not think this was true and was prepared to defend the budget since it was a realistic estimate of the obligations and commitments the Commonwealth had undertaken over the last fifteen years. He reiterated his gratitude to the Committees.

There was no further business to come before the Committees, and the meeting was adjourned at 4:30 p.m.

ADDENDUM

A formal vote was not taken at the November 30, 1976,

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meeting of the Committee on Budget and Finance with regard to the recommended change in the investment portfolio. However, a majority of the members present at that meeting were polled by telephone on December 3, and voted as follows:

VOTED: To authorize the Treasurer of the University, Kenneth W. Johnson, to effectuate the stock transaction recommended by Standish, Ayer and Wood, Investment Counsel to the University of Massachusetts, at the meeting of the Committee on Budget and Finance on November 30, 1976, and as outlined in Trustee Document T77-052.

Dorothy Eichel

Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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MINUTES OF MEETING OF COMMITTEE ON BUILDINGS AND GROUNDS

November 30, 1976; 2:00 p.m.
Office of the President
Twelfth Floor Conference Room
One Washington Mall
Boston, Massachusetts

ATTENDANCE: Committee and Committee Staff: Chairman Spiller; President Wood; Trustees Burack, Clark; Mr. Colby representing Trustee Winthrop; Mr. Miller, recorder

Absent Committee Members: Trustees Abrams, Dennis, Eddy and Shearer

Office of the President: Mrs. Robinson, Vice President for Planning; Mr. Brigham, Senior University Planner; Ms. Hanson, Director, Office of the Budget and Assistant Vice President

UM/Amherst: Mr. Littlefield, Planning Director

UM/Boston: Chancellor Golino; Mr. Meehan, Planning Director

UM/Worcester: Chancellor Bulger, Mr. Turek, Budget Analyst

Requests for Naming of Facilities

The meeting was called to order at 2:15 p.m. It was agreed to deal with the second item of business, Requests for Naming of Facilities, first. Chairman Spiller noted that during his tenure as a Trustee the naming of buildings had been a topic of on-going and varied discussion. Occasionally, he said, a suggested name triggered an immediate positive response because it seemed apt to everyone involved. He felt this was a better way to approach the problem than to go through the campus and name every unnamed building.

Mrs. Robinson said she felt the situation at UM/Boston was reaching the point of considerable confusion because of the consolidation of the Colleges and the awkward numbering of some buildings. Chairman Spiller said these were needed for general purposes of identification. Chancellor Golino admitted that "Administration Building," "Science Building," and "Building One," weren't inspirational, but he felt nothing should be done until the consolidation of the Colleges had been accomplished. He noted that suggestions had been received from people with very extreme ideological views, and from those with a deep sense of the history of New England, and of Boston in particular. He stressed that it should be made clear that buildings were named by the Trustees operating within Trustee imposed guidelines.

Chairman Spiller asked if temporary names rather than numbers would be worthwhile, if only for ease of management. He said if names other than the names of persons were used they could

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easily be changed at the proper time. Chancellor Golino felt the present system was adequate because there were only four buildings to be named and this could be resolved within the year. Trustee Burack said that a recent book about the pumphouse at Columbia Point contained many references that could provide appropriate names.

Chairman Spiller said that two suggestions for naming parts of university buildings had been received and asked for discussion on the suggestions. After considerable discussion it was decided that more information was needed about both suggestions before deciding. Mrs. Robinson was asked to provide the information on one of the individuals and Secretary Hardy would be asked to provide information on the other.

Five-Year Capital Outlay Budget (Doc. T77-048)

The meeting then turned to the other item of business, Five-Year Capital Outlay Budget (Doc. T77-048). President Wood spoke first, he reminded the Committee that at the last meeting he had reported the submission of a preliminary FY 1978 capital outlay request to the Executive Office of Administration and Finance. This request had been put in the context of a five-year capital outlay projection. Because of the time limits imposed by A. and F., the request and the projection had been submitted with the understanding that both were subject to review. Since that time, he said, the review had been completed. Meetings had been held with all three campuses to determine priorities and needs, and the five-year projection had been reduced from $114 million to approximately $70.6 million. President Wood said he felt the dollar amount projections, because of their inherent impreciseness, were not the most important result of the review. The University had been aware of what was needed to renovate and remodel parts of the Amherst campus, and to complete certain developments at Boston and Worcester. This, along with the development of more effective and meaningful standards of utilization and economy of use of the physical plant, were the important points of the review, he said.

Chairman Spiller said it was important that the Committee understand the objectives of the meeting, firstly to recommend a five-year capital outlay projection, the items and amounts of which would be subject to annual review and revision; secondly, to recommend a specific FY 1978 capital outlay request. Mrs. Robinson noted that the proposed vote had been construed accordingly; that the committee was being asked to approve a one-year specific request in the content of a five-year projection, with the understanding that the Trustees will, in each subsequent year, have an opportunity to review and decide on the submissions for each fiscal year. The vote did not ask the Trustees to approve dollar amounts three or four years in advance. She said her office and the Campus Planning Offices had found viewing the capital outlay requests in this context a most useful way to review long-range issues.

Trustee Burack asked why there was no money in the capi-

tal outlay request for the purpose of buying library books. Mrs. Robinson explained that although in the past book funds had been requested in both the operating and capital outlay budgets, this year it had been decided to include these only in the operating budget request. Ms. Hanson said there had been problems in the past in requesting capital outlay funds for library books. One year the item got only partial legislative approval, in another year the executive branch cut the item out of the budget. The campuses accepted the approach of smaller yearly requests for library acquisitions in the operating budget, rather than larger amounts in the capital outlay request.

If the University could get clear guidelines from State officials that they would prefer to find the item in the capital outlay budget, Ms. Hanson continued, the University would be happy to oblige. Trustee Burack said a survey should be made to determine how close all the libraries come to the standards set by the American Library Association. She said there was need for a large sum, spread over five years if necessary, and this was worth fighting for. The University could not operate without it. Ms. Hanson added that, in addition to seeking funds by any appropriate means, the University libraries were attempting to broaden their resources by cooperating with other libraries.

Chairman Spiller asked for discussion of the UM/Amherst FY 1978 request and five-year capital outlay budget. Mr. Littlefield said the UM/Amherst Capital Outlay Program, FY 1978-1982, was an attempt to indicate that renovation, remodelling, and campus maintenance were on-going activities that had an on-going need for funds. He pointed out that if renovation and remodelling of the Amherst campus took place at the rate suggested in the capital outlay program, that is, at a yearly rate of about one percent of the total academic square footage, completion of the process would take 100 years. Some of the buildings to be renovated had been built in the late nineteenth century, others in the early to middle twentieth century. He said it was time to bring them up to currently acceptable standards in terms of facilities for the handicapped, plumbing, mechanical and safety codes. Also, he said, in remodelling a building, attempts were made to bring the interior of the building into conformity with the academic programs of the occupants of the building.

The Capital Outlay Program, Mr. Littlefield continued, attempts to establish a cycle, so that in any one year UM/Amherst would only be seeking funds for building renovation and one of the following: campus improvement, utilities, or equipment. This cycle would enable UM/Amherst to have only two priorities instead of four or five as in previous years. He noted that equipment did not last as long as buildings and a depreciation rationale was being used to justify the expenditure of at least $2 million every three years to purchase equipment and keep laboratories up-to-date. In response to Chairman Spiller's question, Mr. Littlefield said UM/

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Amherst had last received funds for renovations in 1964. However, he said it was important to realize that, in the period 1964-1972, the Commonwealth had appropriated some $10 to $15 million a year for major new buildings.

Chairman Spiller asked if the $1.5 million requested for FY 1978 was to correct problems of the Tillson Power Plant. Mr. Littlefield said the money to correct defects in the steam lines was in the FY 1977 appropriation. He noted that the FY 1978 and FY 1980 requests reflected the need for ongoing renovations of the utility system. He said an infra-red scan of the steam lines had shown large heat losses and one of the items included in the FY 1978 request was to pay for a probe of the steam lines to verify the conditions indicated by the infra-red scan. Goodell and the Graduate Research Center appear to be in serious trouble and should be repaired immediately.

Trustee Burack asked if the requests were realistic in terms of probable support from State officials. President Wood said the support was there, but that complications might develop due to the state of the bond market. Chairman Spiller said he did not think the bond market problems faced by the State in the recent past would recur. Mr. Littlefield said the cigarette tax revenues had bearing on the matter. Since a certain portion of the tax was dedicated to paying off capital outlay debt, it related directly to the State's borrowing capability.

Chairman Spiller asked for discussion on the renovation and remodelling of the residence halls. Mr. Littlefield said the residence halls were supposed to be self-sustaining; that is, rental income was to cover the costs of maintenance, debt services and renovations. Because of inflation the rental income was barely sufficient to cover the costs of maintenance and debt services, and funds for renovating the buildings to meet the code on accessibility for the handicapped would have to be found elsewhere. The Capital Outlay Program sought to have the State consider funding the handicapped requirements and the renovation of at least some of the dormitories now owned by the State.

President Wood said that the Southwest Towers were central to the problems of the residence halls. Unless a new image could be created for the Towers he feared the Towers would have the image of high rise, public housing and this was a matter of real concern. He noted that Channel 57 had produced a documentary about the Towers. The documentary's inaccuracies did not detract from its devastating impact. He stressed the importance of some action being taken. Chairman Spiller suggested that the Committee ask Chancellor Bromery for a report and recommendations on the Towers, the report to go into specifics of such matters as population density and bond issues.

Trustee Burack asked if the students participated in

efforts to keep the Towers from further deterioration. Mr. Littlefield reluctantly agreed to speak to the issue. He said he was not with UM/Amherst when the dorms were planned but he felt he knew what had happened. In the early sixties, when enrollment was expanding at a rate of 1,500 students per year, there was tremendous overcrowding in existing residences. The University went to the Bureau of Building Construction and, in effect, asked that new dormitories be built as quickly and as cheaply as possible, and specified that they be built close to the campus. The BBC complied with the University's request and designed residences with a population density which, in order to be habitable, required a disciplined life style. The result was that the University now has residences that do not meet current life styles and are encumbered with thirty-year debts which require maximum occupancy to service. He said that solving the density problem would create problems of subsidy. Trustee Burack asked if it would be possible to pay off the debts and alter the buildings to conform to current life styles. Chairman Spiller said the solution would be to retire the debt through capital outlays, but the Commonwealth had only rarely financed dormitory construction. He said the problems could not be resolved at this meeting and asked Mr. Littlefield to continue the discussion on the Capital Outlay Program.

During a period of rapid expansion in the midst of inflation, Mr. Littlefield said, the first budgetary casualty was landscaping, and the second equipment. UM/Amherst now hoped to remedy these. An internal group made up of Planning Office and Physical Plant staff, and Landscape Architecture faculty and graduate students, is working on an analysis and inventory of the campus. The group will identify the areas most in need of improvement and these areas will be given priority. Trustee Burack lauded this use of internal staff rather than hiring outside consultants.

The meeting then turned to the Capital Outlay Program of UM/Boston. Chairman Spiller noted that the first item for FY 1978 was for the seawater cooling system. Basically, he said, the problem was one created by the BBC. Chancellor Golino agreed but said the problem would not be solved unless it was funded in the University's capital outlay budget. Mr. Meehan said that UM/Boston had received the results of a preliminary study of the seawater cooling system made by consultants. The study made recommendations for renovations which will cost about $2 million. He said that efforts were being made to schedule the repairs so that the job would be completed in the spring of 1978 and that the system could last through one more summer by replacing pumps and sections of pipe as necessary. Chancellor Golino said he was relying on the judgment of people who said it would last one more year. Costs of replacing pumps and sections of pipe were taken from the operating budget. Trustee Clark asked what the costs had been to date. Mr. Meehan said about $110,000 had been spent in FY 1977.

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In the matter of space adaptations, Mr. Meehan said the science library was being shifted to the main library in order to convert some 18,000 square feet of space into classrooms seating from 90 to 100 students. He said that the revised building program at the Harbor campus had necessitated a complete rescheduling of classroom seating. President Wood said $100 million had been cut from the original master plan. Mr. Meehan said the facilities available were being used very intensively and that other spaces were also scheduled for conversion to classrooms and offices. Trustee Burack asked if consideration had been given to making the classrooms flexible in terms of seating capacity by means of folding walls. Mr. Meehan said this was being done.

In response to Chairman Spiller's question, Mr. Meehan said the $300,000 request for the bus terminal would enable UM/Boston to acquire the land, at a probable cost of $100,000, to build an enclosed waiting platform and stairway, and to resurface the paved area. Trustee Clark asked why the MBTA was not providing these facilities. Mr. Meehan said the MBTA's position was that they would provide the facilities only if they serviced the terminal. Chancellor Golino said that if UM/Boston had waited for the MBTA to provide bus service, students would still be walking to the campus. President Wood said he felt he knew his way through the MBTA bureaucracy and his six-month effort had been to no avail. Mrs. Robinson said such attempts would continue, including one to have the MBTA make Columbia Point a stop on the Quincy line. If this happened then the MBTA probably would assume the cost of building the bus terminal. Trustee Clark asked if this meant the University's investment would go "down the tube." Mr. Meehan said no firm decision would be made until late in 1977, at which time the MBTA's intentions should be clear.

The meeting turned its attention to the request for equipment. Mr. Meehan said that about $1 million earmarked for equipment and furniture in the original Phase I allotment had been diverted to other purposes, mainly building change-orders. The campus was now seeking catch-up funds and had a revised list of priorities. Trustee Burack asked what would happen if the State authorities asked for a list of items absolutely necessary to the functioning of the University. Chairman Spiller said he assumed the President's Office and the campuses would have to respond. President Wood said that if he were asked, his priorities would be, 1) keeping things operative; 2) renewal and renovation; 3) new things.

Chairman Spiller asked for discussion of the proposed $1.2 million to renovate 100 Arlington Street. Mrs. Robinson said that while this was a matter of less urgency than some others, it was something that should be done. The general plan was to renovate about half the building at a modest rate of $20 per square foot. If the recommendation is approved more detailed plans will be worked out, she said.

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Mr. Spiller asked Mr. Meehan to discuss the construction funds of $29 million for Building 080/2. Mr. Meehan said the proposal represented a substantial cutback from the original Phase II program which involved two buildings, each to cost $30 million in 1973 dollars. The proposal, he said, involved a re-programming, in which a proposed science building will be an arts and science building. Chairman Spiller asked how many additional students could be accommodated in the proposed building. Mr. Meehan said it would enable College IV to build up to a level of 1,500 students, an increase of approximately 1,000. Chancellor Golino said the Harbor Campus currently had 7,000 FTE students; by the time of the proposed building's completion in 1984 or 1985 the enrollment should be 9,000. He noted this was within the Trustees' enrollment guidelines. Mrs. Robinson said the building would complete the campus and efficiently carry enrollments to the 1982 level. Trustee Burack said the requested amount ($29 million) was so large that it seemed too vulnerable. She asked if it could be "staged out," so that it would not appear that the entire amount was to be spent in one year. Mrs. Robinson said that construction funds were usually voted in a single bloc, although not spent that way. She said that a time line of expenditure to 1982 could be appended to the request.

There being no further discussion of UM/Boston's Capital Outlay Program the meeting turned to that of UM/Worcester. Chancellor Bulger said the $3 million requested for furnishings and equipment had been part of the original projections for the Teaching Hospital. He said that the material was needed to provide necessary services to already funded beds, increased ambulatory care and emergency visits, and increased medical student classes. Mrs. Robinson said that a review of previous requests had shown that the request is devoted to the expansion of medical services for the existing bed count. She said the request for $3 million did not relate to opening new floors. President Wood said the $3 million was for new medical technology. Chancellor Bulger said approval of the request would allow services not now in place to begin; for example, urology and neurology. Mrs. Robinson said when the Hospital was constructed it was understood that there would be additonal investment in equipment, at an expected cost of $16 million, expended over a number of years. She said the requests in UM/Worcester's Capital Outlay Program were within that expectation.

At 3:50 p.m., there being no further discussion, it was agreed to recess and reconvene in joint session with the Committee on Budget and Finance in order to act on the Five Year Capital Out-Lay Budget.

Trustee Carlson, Chairman of the Committee on Budget and Finance, yielded the chair to Trustee Spiller, Chairman of the Committee on Buildings and Grounds. Chairman Spiller said that the Committee on Buildings and Grounds had just completed an examination of the proposed Five Year Capital Outlay Budget (Doc. T77-048).

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The budget, if approved, is to be submitted to the State with the understanding that only the first year (FY 1978) of the request is "locked up." The requests for the subsequent four years will be subject to review and alteration on a year by year basis. He noted that part of the Capital Outlay Budget review process had been occurring over the last 90 days and in the course of meetings held by the President's Office with each of the three campuses, "bare bone" campus requests totalling $114 million had been reduced to $70.6 million.

Chairman Spiller then said that the document at hand listed capital outlay requests for the fiscal years 1978-1982. At the Buildings and Grounds meeting, campus representatives had discussed each item. Chairman Spiller said he would review, for the benefit of the members of the Committee on Budget and Finance, the major requests from each campus in the context of the five year capital outlay. He then proceeded to summarize the major items in each of the campuses' five year plans (totalling $70.6 million) and the specific items and amounts requested for FY 1978 by each campus (totalling $12.425 million) as contained in Doc. T77-048.

As there were no questions following his review of the Amherst request, Chairman Spiller went on with his review of the Boston request. Following his summary, he noted that concern had been expressed at the meeting of the Committee on Buildings and Grounds over the impact of the sum of $29 million for Building 080/2 (arts and science building) and there had been discussion of formatting the request so that it would be apparent that the entire amount was not to be expended in one year. Trustee Carlson said doing this could result in getting an appropriation for "one half a horse," and never getting approval for the other half; he said that laying out an expenditure schedule, if carefully done, would probably lessen the impact without endangering completion of the project.

Trustee Dennis asked if funds for library acquisitions were to be included in capital outlay or in the operating budget. President Wood said the question of which was the better strategy was still unanswered. Amherst and Boston had each received "one time" capital outlay appropriations some years ago but recent requests for books in capital outlay budgets had been either deleted by the Governor or disapproved by the Legislature. Consideration has been given, he said, to making a separate justification for library needs and including requests for these needs in both the capital outlay and operating budget requests. Trustee Dennis said he would welcome such an action. On a recent visit to the Boston campus he had found that the one thing faculty and students agreed on was the need for books for the library. Chancellor Bromery said that library acquisitions were more useful if allocated on a yearly basis rather than in large sums appropriated sporadically. He said that at the recent budget hearing held by Secretary Parks on the Amherst FY 1978 Maintenance Budget request,

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there were a number of questions about the level of library acquisitions but past experience would caution that this apparent interest in library books does not necessarily mean funds would be forthcoming.

Following the Chairman's summary of the Worcester request, Trustee Carlson asked if the FY 1978 $3 million request for hospital furnishings and equipment was a step towards the Hospital's being fully equipped and up to full bed capacity well before 1981. Chancellor Bulger said that 1981 was a more realistic figure for the Hospital's reaching its design capacity. The requests are for equipment and expansion of services for existing beds and the total five-year request is consistent with the original plans for the Hospital.

Trustee Gordon asked if the items listed in, for example, the Amherst budget were in order of priority. Mrs. Robinson said they were. Trustee Cronin asked why the renovation of academic buildings was given second priority, while the renovation of residence halls was given third priority. Mrs. Robinson said two considerations were involved, the academic buildings are older than the residence halls and in greater need of repair, and consideration was given to the question of state investment and interest in the renovation and maintenance of residence halls, since these older dormitories are now the property of the Commonwealth with the maturation of the bonds. The latter she said was an untested issue. Trustee Gordon said he felt it was time to test it. Chancellor Bromery said the priority assigned to the residence halls was part of the testing. It is very difficult, he said, to predict where the Governor or the Legislature will draw the line in considering a list of capital outlay request items, but because there was a great deal of pressure to renovate the residences, it was felt that there might be a chance that both the second item, academic buildings, and the third, residence halls, might be approved. Further, there could conceivably be alternative funds for renovating the residence halls; there were none for academic buildings.

Chairman Spiller said the Committee on Buildings and Grounds had also discussed the problems centered on the Southwest Towers and intended to ask Chancellor Bromery to provide a report complete with recommendations. Chancellor Bromery said such a report was in preparation, the necessary study having been started some six months earlier. The report would include recommendations for the Towers as well as a long-range plan for the entire residence hall system.

There being no further discussion, the two Committees meeting in joint session moved, seconded and

VOTED: To recommend to the Board of Trustees that it approve the FY 1978 Capital Outlay Budget Request in the context of the five-year Capital Outlay

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Budget as set forth in Trustee Document T77-048; further, that at the appropriate time the capital outlay budget request for each subsequent year within said five-year budget plan shall be subject to review and approval of the Board of Trustees.

President Wood said he wished to thank the Committees for their considered review and approval of the request and wanted to thank Chairman Spiller and the Committee on Buildings and Grounds for goading the University into developing a rational capital outlay process, particularly the five-year concept. He said that each year an additional year's request would be added to the process, so that the University would always have capital outlay plans dealing with a period of five years. He cautioned that even though the maintenance budget was reasonable in terms of order of magnitude, and the capital outlay budget was a sensible one, there would be "heavy water" ahead, with people accusing the University of making unreasonable demands. He did not think this was true and was prepared to defend the budget since it was a realistic estimate of the obligations and commitments the Commonwealth had undertaken over the last fifteen years. He reiterated his gratitude to the Committees.

There was no further business to come before the Committees, and the meeting was adjourned at 4:30 p.m.

Dorothy Eichel
Assistant Secretary
for Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE COMMITTEE ON
FACULTY AND EDUCATIONAL POLICY

December 1, 1976; 10:00 a.m.
Room 308, Administration Building
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE: Committee and Committee Staff: Chairman Troy; President Wood; Trustees Breyer, Burack, Cronin, Shaler; Mrs. Bluestone representing Trustee Fielding; Secretary Hardy; Mr. Miller, recorder

Absent Committee Members: Trustees Morgenthau and Winthrop

Other Trustees: Trustees Carlson, Conti, Croce, Gordon and Shearer; Mr. Callahan representing Trustee Anrig

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mrs. Weiner and Mrs. Simmons, Assistant Vice Presidents for Academic Affairs; Ms. Taylor, Assistant to the Director, Office of the Budget

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Mr. Woodbury, Acting Vice Chancellor for Student Affairs

UM/Boston: Chancellor Golino

UM/Worcester: Mr. Smith, Provost and Associate Dean for Academic Affairs, Medical School

Guests: Ms. Perlman, UM/Boston student; Mrs. Shukri, Executive Office of Educational Affairs

UM/Amherst--Transfer of Department of Leisure Studies (Doc. T77-046)

The meeting was called to order at 10:05 a.m. The first item was a proposed Transfer of the Department of Leisure Studies and Services to the Department of Landscape Architecture and Regional Planning--UM/Amherst (Doc. T77-046). Chancellor Bromery spoke first, reporting that the proposal was one of the results of a year long self-study by the School of Physical Education. The study showed that the Department of Leisure Studies and Services and the Park Administration Program in the Department of Landscape Architecture and Regional Planning at the College of Food and Natural Resources had shared many interests, both in the philosophical aspects of leisure study and the practical applications thereof. Also it was felt that a merger of the two programs would provide the faculty association with a larger group of colleagues sharing common interests, and it would offer students an improved professional training program and enhanced job prospects, particularly in cities and towns concerned with recreation and parks. The faculty of the merged programs are working out details

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of a new curriculum. Chancellor Bromery said he felt the new curriculum would be an improvement and he felt the merger would lead to other creative achievements.

Chairman Troy noted that in an earlier incarnation, the Department of Leisure Studies had been called the Department of Recreational Leadership. It was his recollection that the change in title was due to its putatively greater "glamour" and because it was more in line with the nomenclature now in vogue in universities across the country. He said that 'leisure' was once a very noble word--Aristotle's man of leisure was man acting as man, and his highest activity was to engage in contemplation. Chancellor Bromery said leisure was a very serious, and very much neglected, concern of society.

Trustee Burack said she was disturbed by the fact that nothing in the title of the program suggested that the training being offered led to careers in the field of recreation. She said that all levels of government and most private organizations interested in the field used the word "recreation" rather than "leisure." She wondered if this would affect the job prospects of graduates of the program. Chairman Troy said he felt that people in the field of recreation who make employment decisions would understand the department's use of the word. He asked Chancellor Bromery if there would be jobs for graduates of the program.

Chancellor Bromery said there was a current demand for graduates and this demand would grow as leisure time increased and as the public became more aware of the need to utilize recreational resources more rationally. He cited the negative environmental impact of motorized campers and their increased use as an example of leisure activities directed, in effect, by industry rather than by rational planning. He said the new program was the beginning of the effort to introduce leadership into the field.

Mr. Lynton said he wished to emphasize that the Board was being asked to merge the Department of Leisure Studies with the Park Administration Program, and said he felt that when the enlarged department had a revised program, the title would be examined.

Trustee Burack urged that interdisciplinary courses be encouraged in the new curriculum, particularly courses in interpersonal relations. Chancellor Bromery said the faculty realized the need to consider the sociology and psychology of leisure time, noting that Professor Rossi's most recent grant was for a study of the sociology of leisure.

Chairman Troy said he felt the merger was a move in the direction of strength. There being no further discussion, it was moved and seconded, and

UNIVERSITY OF MASSACHUSETTS

F&EP Comm. 12/1/76

VOTED: To recommend that the Board of Trustees approve the transfer of the Department of Leisure Studies and Services from the School of Physical Education to the Department of Landscape Architecture and Regional Planning in the College of Food and Natural Resources, as contained in Trustee Document T77-046.

Following this vote a motion was made and seconded at 10:30 a.m., and it was

VOTED: To enter executive session to discuss personnel matters.

Executive Session

At 10:50 a.m., it was moved and seconded, and

VOTED: To end the executive session.

After the executive session it was moved and seconded, and

VOTED: To recommend that the Board of Trustees concur in the appointment of Dr. Mario D. Fantini by the President as Professor of Education with tenure at the University of Massachusetts at Amherst as set forth in Doc. T77-047.

UM/Amherst--Appointment of Dr. Mario D. Fantini to Professor of Education with Tenure and Dean of the School of Education (Doc. T77-047)

and also

VOTED: To recommend that the Board of Trustees concur along with the President in the appointment by the Chancellor of Dr. Mario D. Fantini as Dean of the School of Education at the University of Massachusetts at Amherst as set forth in Doc. T77-047.

and further

VOTED: To recommend that the Board of Trustees concur in the appointment of Dr. Israel Abroms by the President as Associate Professor of Pediatrics with tenure at the University of Massachusetts at Worcester as set forth in Doc. T77-049.

UM/Worcester--Appointment of Dr. Israel Abroms to Associate Professor with Tenure (Doc. T77-049)

There was no further business to come before the Committee, and the meeting was adjourned at 11:10 a.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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UNIVERSITY OF MASSACHUSETTS

NOT USED

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UNIVERSITY OF MASSACHUSETTS

MINUTES OF MEETING OF TRUSTEE EXECUTIVE COMMITTEE

December 1, 1976; 11:00 a.m.
Room 308
Administration Building
Harbor Campus
University of Massachusetts/Boston

ATTENDANCE:

Committee and Committee Staff: Chairman Healey; President Wood; Trustees Carlson, Croce, Gordon, Shaler, Troy: Secretary Hardy; Treasurer Johnson; Mr. Miller, recorder

Absent Committee Members: Trustees Robertson, Rowland, Spiller

Other Trustees: Trustees Breyer, Burack, Conti, Cronin, Eddy, Shearer; Mr. Callahan representing Trustee Anrig; Mrs. Bluestone representing Trustee Fielding

Office of the President: Mr. Lynton, Vice President for Academic Affairs; Mr. Janis, Vice President for Management and Business Affairs; Mrs. Robinson, Vice President for Planning; Mr. O'Leary, Associate Counsel; Mrs. Hanson, Director, Office of the Budget and Assistant Vice President

UM/Amherst: Chancellor Bromery; Mr. Puryear, Vice Chancellor for Academic Affairs and Provost; Professor Sulzner, Faculty Representative

UM/Boston: Chancellor Golino; Professor Boelcskevy, Faculty Representative

UM/Worcester: Chancellor Bulger; Mr. Smith, Provost and Associate Dean for Academic Affairs, Medical School

Guests: Mr. Menard, Labor Counsel; Ms. Perlman, Student, UM/Boston; Mrs. Shukri, Executive Office of Educational Affairs

Cost of Living Adjustment for University Employees (Doc. T77-043)

The meeting was called to order at 11:20 a.m. The first item of business was the Cost of Living Adjustment for University Employees (Doc. T77-043). Chairman Healey began by introducing Mr. Menard, a labor relations specialist from Morgan, Brown, Kearns and Joy, the most distinguished firm in this field. The Chairman then noted that the collective bargaining election at Amherst and Boston was now taking place and the University had to move with extreme caution to ensure full compliance with all the provisions of the collective bargaining statutes and the general laws of the Commonwealth. He mentioned that Mr. Menard reviewed the vote soon to come before the meeting and had been asked to come and help explain the ramifications of the process. He stressed that the Board, in delegating authority in these matters, had to examine fully every aspect of the situation.

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President Wood said that when the appropriations act for fiscal year 1976 was being considered by the Legislature, and while the Commonwealth and the Alliance were involved in collective bargaining, the administration had decided that the responsible position to take would be to wait until some conclusions had emerged from the preliminary negotiations and then, as far as possible within available appropriations, secure union agreements which conform to the patterns set by the Commonwealth and the Alliance agreements.

When the State and the Alliance had reached a final agreement, he said, meetings were held with the Chancellors to determine the availability of resources and with the labor counsel to decide what an appropriate compensation policy would be. The net result was the vote sent in a private communication to the Trustees, which has been revised slightly, but it represented the best judgment at the time. He noted that the timing of this proposed Board action was not one chosen by the University but it was a calendar dictated by the settlement between the Commonwealth and the Alliance. The proposed action was in terms of provisions for possible actions, if authorized in December by the Board.

Mr. Menard stressed that the Committee should fully understand the import of the proposed vote. Because the State and the Alliance have come to a final agreement, the University must now complete the contracts being negotiated with the classified personnel. The administration is requesting this authorization, he said, in order that these negotiations can be concluded.

The vote, he continued, also speaks to faculty and staff not included in the classified agreements, some of whom will soon have voted in the collective bargaining election. If approved, the vote would authorize the President to take such action as is legally appropriate in regard to such faculty and staff. The President will not be required to grant any increases nor will increases necessarily follow Committee approval of the vote. In essence it is an internal administrative matter whereby the Board grants the President's Office authorization to take whatever action is legally appropriate.

No public promise of benefit, Mr. Menard continued, can be made to those voting in the collective bargaining election. If a bargaining unit is formed as a result of the election and if the requisite authorization is granted, the President's Office in conjunction with labor counsel will carefully scrutinize past practices and the legal situation subsequent to the vote, and determine whether or not salary increases are appropriate. Such increases will not be mandated by Committee or Board approval of the proposed authorization.

Trustee Burack expressed her concern at the timing of

the proposal. Mr. Menard said that classified agreements were currently being negotiated and authorization to negotiate some increases were necessary. Further, it was his understanding that the Board did not meet in January, thus delaying a final agreement for two months, and it would be unwise to defer such an action for that length of time. The same strictures applied to negotiating with personnel outside the bargaining unit.

Trustee Burack said that any agreements reached would presumably reflect decisions made by the Board. She asked if the Board had met and decided on what increases would be offered to the bargaining units, either classified or professional. She felt these were Board decisions, not administrative ones. Trustee Carlson asked the Chairman if these decisions were in fact Board matters, rather than administrative ones. Chairman Healey said that the Board should be involved at some stage of the ratification of an overall plan but felt that the Board should not decide on the compensation of individuals within the plan. Trustee Burack agreed that the Board should not be concerned with individual salaries, however, if there were a proposal to change the salary schedule, then the Board should decide on the levels for classifications within the schedule. President Wood said the Board had been informed some months ago that his office had taken a policy position to move in conformity to general state policy. The proposed vote authorizes increases comparable to, but not exceeding those, offered by the State.

Trustee Eddy said she understood that an agreement with either a union or other eligible faculty and staff was being discussed, but she was unsure if an across-the-board cost of living adjustment was involved, or a merit increase, which might not be granted to everyone. Mr. Lynton said it was a cost of living adjustment to be applied to all eligible individuals. President Wood said the issue of merit increases was moot for this fiscal year.

Trustee Cronin asked for information as to who would not be eligible for increases. Trustee Breyer said that people on grants or contracts might be ineligible in the event that funds were not provided in the grant or contract. Trustee Eddy asked about employees whose salaries derive from trust funds or student fees. Chairman Healey said it was established practice to treat them equally where funds permit.

After a brief discussion there was general agreement that the Board should maintain some sort of control over the authorization sought. The proposed vote was amended by adding the following clauses: "provided that no action may be taken which is inconsistent with the collective bargaining law or any other laws of the Commonwealth, and such action shall be subject to ratification by the Board of Trustees."

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President Wood said there were time constraints imposed on administrative actions. Chancellor Bromery said that negotiating was fruitless unless the negotiators were acting with authority. Chairman Healey said the University negotiators would have authority subject to ratification. Also, he said, the Board could meet when the contracts are ready for final approval and not wait until the February meeting.

Professor Boelcskevy said he wished to voice a faculty concern not related to the somewhat technical issue being discussed. He noted that the so-called bonus of five percent was to be taken from the operating budget. In the case of UM/Boston this will amount to some $180,000, thus there will certainly be no equity adjustments; part-time hiring in the spring for over-enrolled classes will be jeopardized; and hiring plans for the next academic year will be made in a climate of uncertainty. Also, he noted, consultation with the faculty as regards the $180,000, should have been on the highest level; instead, it was at a junior level. He said it appeared to the faculty that this was a decree from the President's Office. He found it ironic that in this instance the principle of faculty consultation was ignored, particularly when viewed in the light of statements and arguments by top administrators emphasizing the benefits of the present governance system.

Trustee Breyer pointed out that the $180,000 was an estimate of the maximum amount that would be taken from the UM/Boston operating budget. Chancellor Bromery said the Faculty Representative seemed to be assuming that a number of administrative decisions had been made when, in fact, they had not. The proposed vote enables the President's Office to act, and when the decisions are to be made consultations will be held with the appropriate people. Mr. Lynton re-emphasized the point that the proposed vote does not mandate any steps to be taken.

Trustee Cronin noted that President Wood, in his memo, had mentioned reintroducing some austerity measures. He asked for clarification. President Wood said that a high level of vacancies would be maintained, wherever possible equipment purchases would be delayed and all available resources in the current operating budget will be committed; the contingency funds normally maintained will not be retained. He said the situation meant a new set of budget considerations for FY 1978. In answer to Professor Sulzner's question President Wood said the phased salary increment would total $850 over a full fiscal year, in the remainder of FY 1977 the total would be $500. This, he noted, was consistent with State policy.

Chancellor Bromery said that $850 was the maximum amount under the authorization. It could be much less. He said a contract was now being negotiated with the classified employees and he felt the Board should be aware that some action may be required

by the Board as early as December 20, 1976. Chairman Healey said he would be willing to meet if all of the agreements were ready for final approval. He also reminded the meeting of Mr. Menard's cautions about either the Board or the administration doing or saying anything that could be construed as promising something of value to those eligible to vote in the collective bargaining election.

Trustee Eddy said she was concerned about a possible agreement repeatedly coming to the Board's attention. She then asked if it would be possible for the President to complete an agreement which would give the employees a "one shot" bonus, that is, one which would not be given in the following year. She felt this would be disastrous for employee morale. Chairman Healey said the chief executive officer had to be given some discretionary powers. President Wood said the Board's 1971 delegation of authority authorized the President to negotiate with the classified employees and to redelegate this authority if he chose to do so. He felt that at a time when only classified employees and a relatively few unions were being dealt with, the arrangement was appropriate, and he had, in fact, delegated this authority to the Chancellors. He wished to emphasize that the University was now at the point of forming a general compensation policy. He said that in formulating this policy the Board should be involved in laying down salary schedules for professionals and in terms of competitive compensation nationally. He then asked Trustee Burack if the ratification she had talked about was comparable to that which was used after negotiations with the Alliance.

Trustee Burack said this was the case. She said the material supplied to the Trustees concerning collective bargaining was quite clear on the point that the current collective bargaining law absolutely forbad policy making by administrators. Also, the Association of Governing Boards held that administrators should not be negotiators. Labor counselors have the necessary competency and knowledge and should do the negotiation, under direction from the policy making body of the institution. She said negotiation was just that, with on-going discussions and ratifications, and not a decision made in advance. She also stressed that the Board should not do anything which could be construed as an unfair labor practice.

Chairman Healey said guidelines were necessary to ensure that all employees of the University are treated equally. The vote attempts to speak to that point and at the same time give the flexibility for negotiations which the University has had in the past. The Board had influence on the current negotiations by virtue of the capacities of the University negotiators and of well laid out guidelines. He said if the faculty were to vote for a collective bargaining unit the situation would be so altered as to require new guidelines of the Board's devising.

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Professor Sulzner asked for clarification. He said it appeared that the Legislature and the Governor decided to defer cost of living increases until a settlement was reached with the Alliance. They then decided to tie the cost of living increases into the Alliance settlement to the point where they were willing to offer people not covered by the settlement $500. He regarded this as a cost of living adjustment and not a negotiated wage increase. He thought faculty were being penalized by not getting a cost of living adjustment because they have been thinking about going into collective bargaining. President Wood said that the meeting had repeatedly been told such a thing was not the function of the proposed vote. The vote was precise and did not address the matters Professor Sulzner had raised. Chairman Healey said that extreme precaution had been exercised in not intervening in any way in the electoral process.

There being no further discussion it was moved and seconded, and unanimously

VOTED: To recommend to the Board of Trustees that, in accordance with Trustee Document T77-043 and past University policy and practice, the President of the University be authorized to take appropriate steps to complete collective bargaining agreements with unions representing classified staff at a cost comparable to but not exceeding the cost of the Commonwealth's agreement with the Alliance; further, that the President be authorized to take appropriate steps to provide compensation adjustments for all other eligible University faculty and staff at a cost comparable to but not exceeding said Alliance agreement, provided that no action may be taken which is inconsistent with the collective bargaining law or any other laws of the Commonwealth, and such action shall be subject to ratification by the Board of Trustees.

UM/Amherst--Amendment to Faculty Senate Constitution, Doc. T73-196 (T77-051)

The meeting then turned to the second item of business, Amendment to Faculty Senate Constitution--UM/Amherst, Doc. T73-196 (T77-051). Chancellor Bromery said experience had shown that it was impossible for one faculty delegate to the Board to attend all of the meetings of the Board and its committees. Therefore, the Faculty Senate was seeking approval for an amendment to its constitution to make provision for Associate Delegates, who would have the same rights and privileges as the Delegate. In response to Trustee Troy's question Chancellor Bromery said there would be one Associate Delegate at first, with more to be appointed if necessary. He assured Trustee Cronin that the matter had gone through Campus Governance.

There being no further discussion it was moved and seconded, and

Exec. Comm.
12/1/76

VOTED: To recommend that the Board of Trustees approve the following amendment to the Faculty Senate Constitution which amendment was adopted by the Faculty Senate on October 7, 1976 and ratified by the general faculty:

> "That Section 7(d) of the UM/Amherst Faculty Senate Constitution be amended by replacing the term 'an Alternate Delegate' with the term 'Associate Delegates' so that the entire section shall read as follows:
>
> "(d) the Senate shall choose a Secretary, a Presiding Officer, a Delegate and Associate Delegates to the Board of Trustees."

Following this vote, a motion was made and seconded at 11:40 p.m. and it was

VOTED: To enter executive session to discuss honorary degrees.

Executive Session

At 12:10 p.m., it was moved and seconded, and

VOTED: To end the executive session.

After the executive session it was moved and seconded, and

VOTED: That the Board of Trustees consider an additional candidate for an Honorary Degree to be awarded at the UM/Amherst 1977 Commencement as agreed upon in executive session of the Executive Committee of this date.

There was no further business to come before the Committee, and the meeting was adjourned at 12:25 p.m.

Gladys Keith Hardy
Secretary to the Board of Trustees

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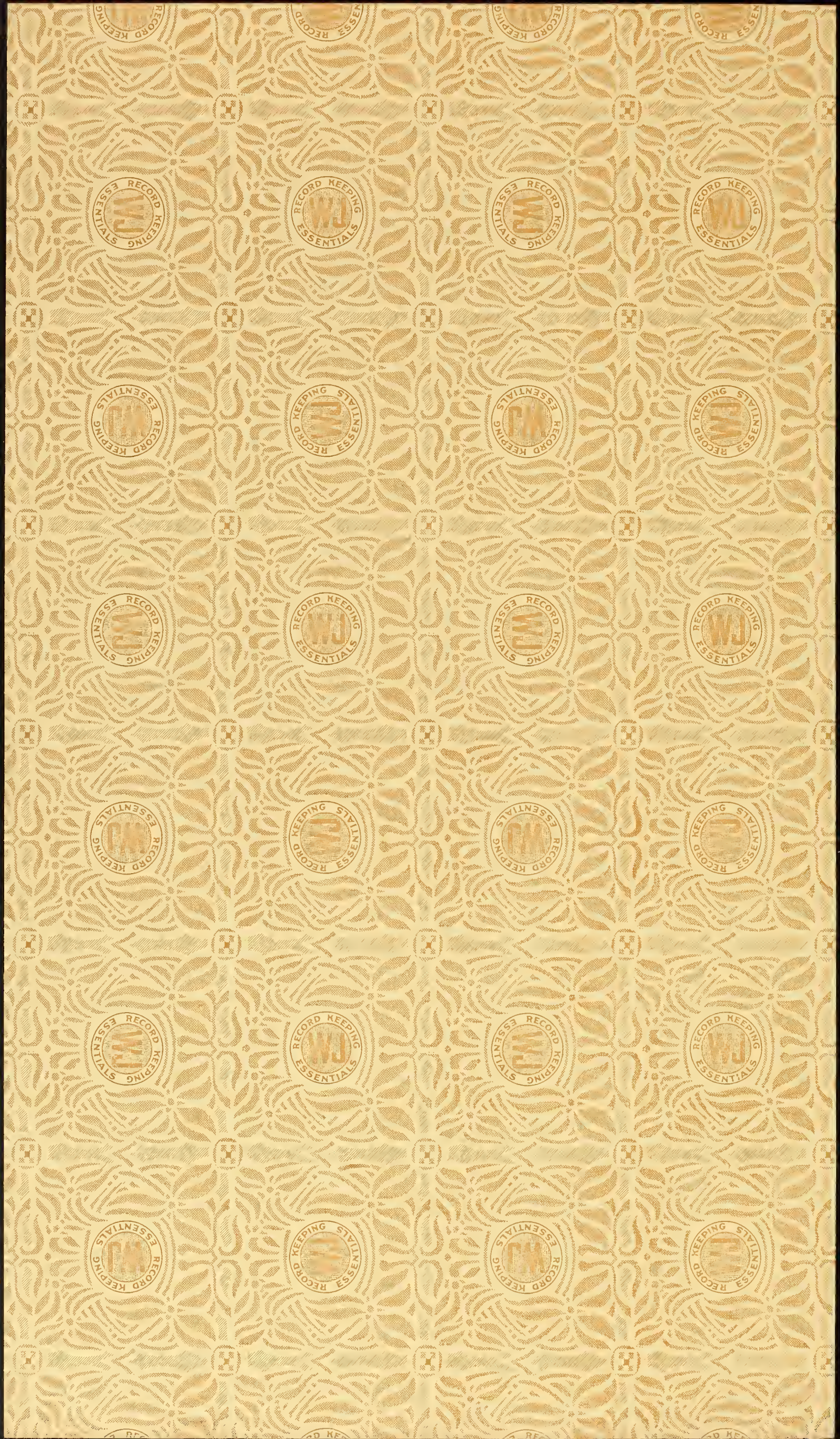
UNIVERSITY OF MASSACHUSETTS

NOT USED


RECORD KEEPING ESSENTIALS
WJ